

Commerce

JANUARY 1961 • 35 Cents

CHICAGOLAND
VOICE
OF BUSINESS

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CHICAGO

58

METROPOLITAN
CHICAGO
INDUSTRIAL
DISTRICTS

*Detailed survey of locations,
facilities, restrictions, costs*

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RETIRED
?
EXECUTIVES

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SCHOOLHOUSE
IN THE
SKY

Page 18

MISTAKES IN
HIRING
EXECUTIVES

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Chicago Association of Commerce and Industry Photo and News Coverage—Page 46

It pays to keep funds* in Chicago Federal Savings



Assured Safety, Availability — F.S.L.I.C. insured to \$10,000 for *each* fund, *each* named beneficiary. All withdrawals have been paid immediately.

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Check with Thomas K. Maley, Savings Manager — Write or phone for full facts on any question. See why so many prefer this notably *conservative* institution.

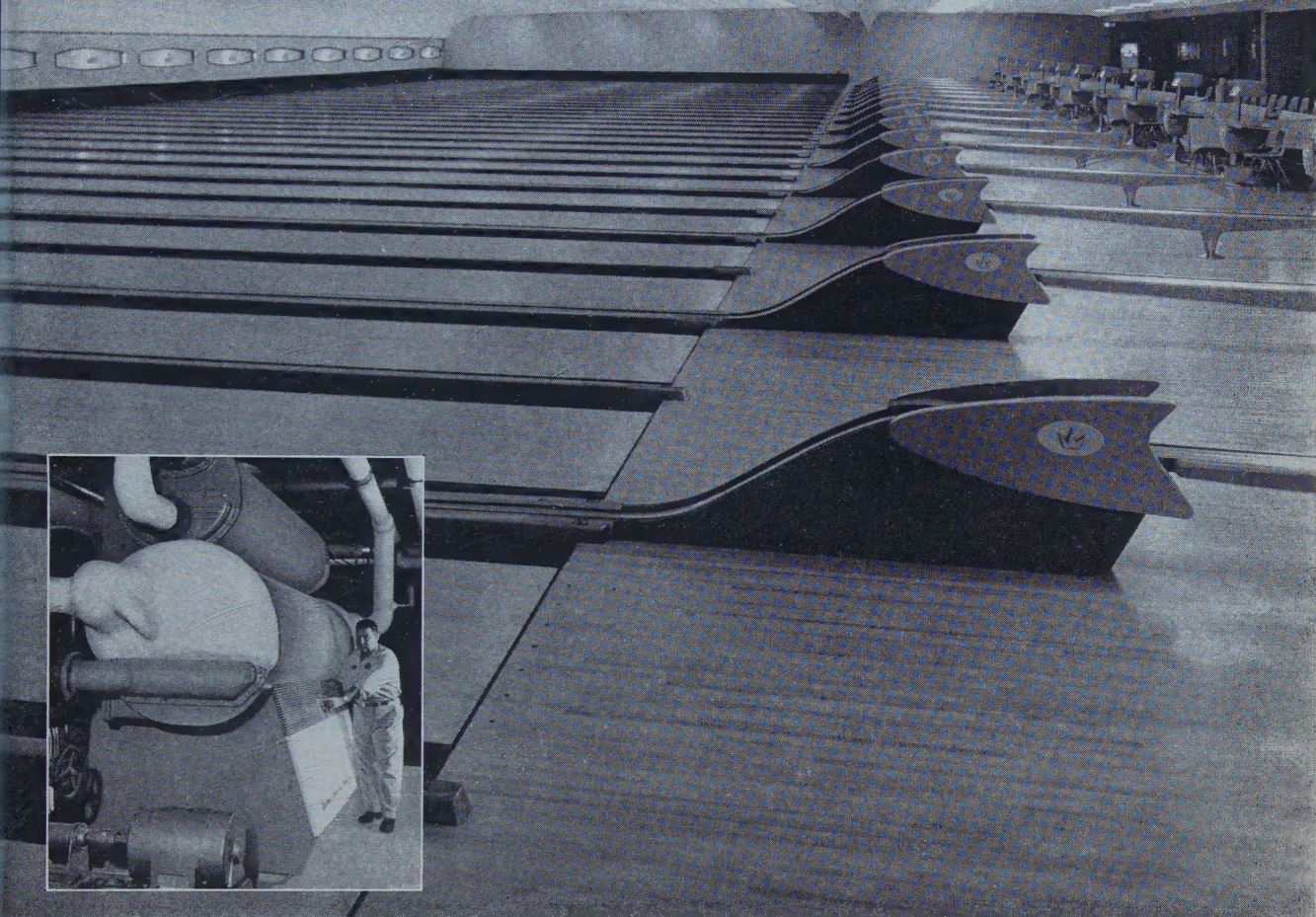
* *Business or Personal funds expected to be held at least one year.*

Chicago Federal Savings

100 N. State St. at Washington
Financial 6-4200



Bowlers at Mont Clare Lanes enjoy Gas air conditioned comfort



The 140-ton capacity automatic absorption-type Gas air conditioner (inset) provides comfortable cooling at Mont Clare Lanes, 2931 N. Harlem Ave., Chicago.


Mont Clare Lanes, one of Chicago's newest and most modern recreational centers, is completely cooled by an absorption-type Gas air conditioner. Its 32 bowling alleys, steak house with cocktail lounge and two banquet rooms are kept comfortable even during the hottest summer days.

As an added convenience for customers, Mont Clare Lanes has provided parking facilities for 200 cars underneath the building. The installation of the absorption-type Gas air conditioner on the second floor proved practical because the unit has no major moving parts to cause objectionable noise

or vibration. Its simple construction, automatic operation and minimum maintenance requirements make the absorption air conditioner a practical choice for many establishments. With Gas as the boiler fuel—on summertime rates—operating costs are cut to a minimum. Seasonally idle or excess boiler capacity is put on a year 'round paying basis.

For more details on Gas air conditioning equipment, just telephone 431-4000. One of our engineers will be glad to discuss the application of Gas to your particular needs.

INDUSTRIAL DEPARTMENT

THE PEOPLES  GAS LIGHT AND COKE COMPANY



They multiplied profits by dividing ownership

This story is typical of many known to us. Because we always hold our relations with any customer in strictest confidence, certain minor but identifying details have been altered.

Company X was a struggling young industrial firm that sprang up just after World War II. It specialized in the manufacturing of building products. With the post-war construction boom in full swing, the company's future looked bright and prosperous.

And it was. Maximum production quotas were reached in the first three years of operation, and business was good. About this time, the executives

of the company decided that to ensure future growth, it would be both sound and practical to offer stock to their employees. They felt that stock owner employees would take greater interest in the company and stay longer.

But when the decision was made, Company X officers realized that they needed help in setting up a practical, workable means for distributing its stock. That's when they turned to The First National Bank of Chicago. Our trust officers explained to them the various plans adopted by other firms with similar objectives.

Company X officers chose a stock purchase plan which they felt would best fit their needs.

Today, over 80% of the employees are stockholders with an owner's interest in the business. The result? Consistently high production and a substantial improvement in operating profits.

If your firm is interested in offering or setting up a pension plan, a profit-sharing fund, or a stock purchase plan, contact the men in our Trust Department. Their years of experience assure you competent service.

The Trust Department



The First National Bank of Chicago

Dearborn, Monroe, Clark and Madison Streets • Building with Chicago since 1863

MEMBER FEDERAL DEPOSIT INSURANCE CORPORATION

Commerce

CHICAGOLAND
VOICE
OF BUSINESS

What's Ahead in COMMERCE

The February issue of COMMERCE will be a big one. For the second year, the Chicago Association of Commerce and Industry's "Chicago and Progress Report and Committee Directory" will be incorporated as a special section of well over 100 pages.

Hundreds of firms preserve this issue over the 12 month period between annual reports of the Association, for it is an invaluable "who's who" of Metropolitan Chicago's business and industrial leaders as well as a useful year-around resource book for valuable research.

All officers and directors of the Association are pictured, as are all 13 committee chairmen. There is a complete directory of the more than 1000 committee members. The Association's Division Vice President's report, in interview form, progress made in the various fields of Association activity for which they have responsibility. And — the report is full of pictures of news-making Association events.

All this is in addition to the full-sized regular edition of COMMERCE with its provocative articles and informative regular features.

The big March issue is also in preparation. For the twenty-first year, COMMERCE will present in a special section its annual exclusive "Complete Record of Chicago's Business." Retail and wholesale trade, leading industries and the financial institutions of the area are covered in meticulous detail. Here, too, many firms find an invaluable resource book for the ensuing 12 month period.

The augmented March issue will also carry more than the usual number of regular editorial feature articles, pictures and newsy briefs.

As always, your comments and suggestions are solicited and valued by Chicago's only general business magazine.

Volume 57

• Number 12

• January, 1961

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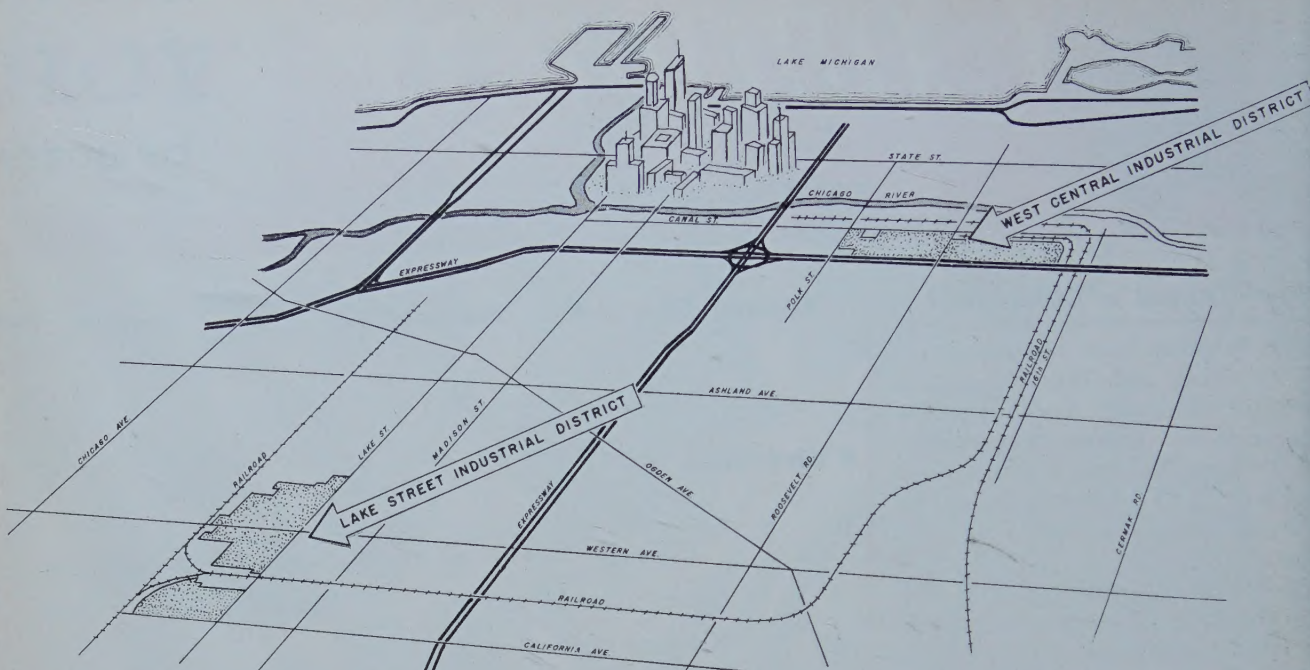
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LAND FOR SALE

In Planned Industrial Districts

162 ACRES BEING DEVELOPED JUST MINUTES FROM DOWN-TOWN CHICAGO

NOW is the time to check the advantages of locating your business in close proximity to the down-town Chicago central business district:

- Each district easily accessible to Chicago's huge supply of skilled workers and technicians
- Reap the benefits of the "St. Lawrence Seaway" development which has made Chicago a world port of trade
- Vast new expressways have been and are being developed to facilitate quick truck deliveries to and from off-traffic delivery and loading docks
- Railroads serving all parts of the country are directly accessible to some sites
- Construction of modern industrial buildings near completion in a 44 acre section (West

Central Industrial District) of this development with a few choice locations still available for sale

- Sites ranging from a few thousand feet to 5 acres available or to be available in the remaining 118 acre planned industrial districts

UPON REQUEST the following will be furnished:

- Map showing the land to be sold
- Approved plan for sale of land
- Form of offer to purchase
- Approved redevelopment plan
- Form of redevelopment agreement
- Financial qualification questionnaire

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CHICAGO LAND CLEARANCE COMMISSION

Room 516

320 North Clark Street

Chicago 10, Illinois

SU 7-6290



EYE ON CHICAGOLAND

Thomas H. Coulter

Dear Member:

With sleeves rolled up...the Metropolitan Chicago business community is ready to tackle sales and profit opportunities in 1961. An Association survey of the business outlook for 1961 reveals the aggressive and dynamic spirit that keeps Chicago prosperous and growing.

Here's what 875 firms responding to the survey said...Fifty-eight per cent of all firms replying expect sales increases...38 per cent anticipate increased profits this year over 1960...23 per cent foresee no change in sales and 26 per cent no change in the profit picture.

Backing up their intention to make 1961 better than 1960...37 per cent of responding firms said that their advertising and sales promotion expenditures would be increased in 1961...only 11 per cent of the total surveyed indicated there would be a decrease.

Along with these increased expenditures...28 per cent foresaw increases in selling prices...11 per cent anticipated a decrease in prices. Twenty-eight per cent expect to increase employment this year...only 14 per cent foresee a decrease in employment...Sixty-nine per cent expect wage rates to increase.

Faith in the future? Twenty-seven per cent of all firms surveyed expect to make higher capital expenditures for plant and equipment this year than they did in 1960. Thirty-three per cent of manufacturing firms will spend more in this way.

Prospects for the immediate future? Indications are that 26 per cent of Chicago's manufacturing firms are in a position to make purchases for inventory replenishments early in 1961 - for they expected a decrease in opening inventories this year as compared with last. This 26 per cent compares with 18 per cent a year ago.

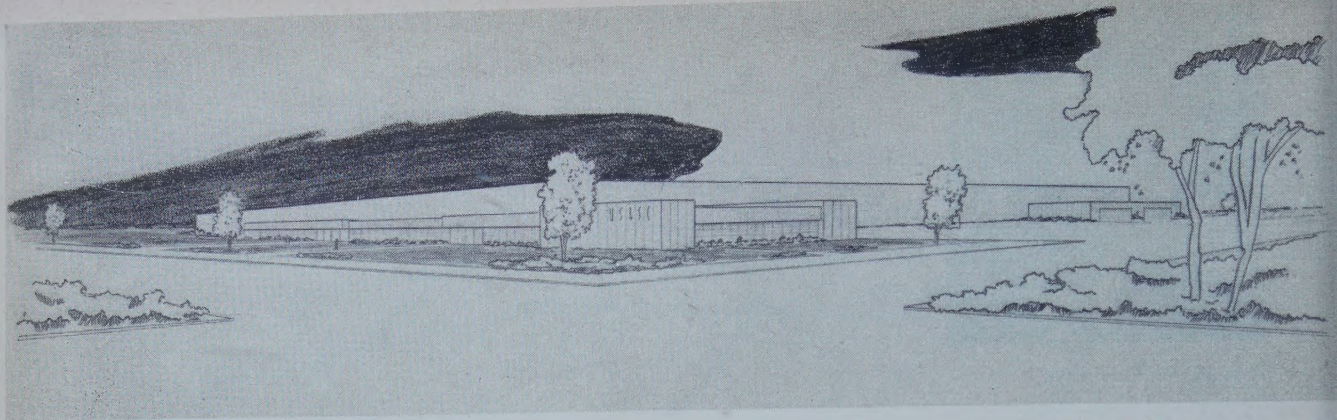
The survey also revealed that 17 per cent of the firms indicated that higher prices for their products has resulted from the pressure of wage and fringe benefit payments...but 14 per cent said that larger sales volume in 1960 offset wage and fringe benefit payments.

Your Association's all-out effort to open fertile new markets for Chicago area companies in world trade through "Operation Export - Chicago" has already attracted the attention of some of the city's most aggressive executives who see in this new program a way to substantially increase sales volume and profits. You are urged to participate also...the opportunity was never more timely nor promising.

Sincerely,

Thomas H. Coulter

Chief Executive Officer, The Chicago
Association of Commerce and Industry



Rendering of New Plant now under construction for U. S. Aluminum Siding Corp.

Thirteen New Plants now Located In Clearing's Franklin-Mannheim District

Franklin Avenue west of Mannheim Road

Franklin Park, Illinois

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Choice Sites Available

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For further details address inquiries to "Clearing Industrial District, Inc., 38 South Dearborn Street, Chicago," or call RAndolph 6-0135.

CLEARING INDUSTRIAL DISTRICT, Inc.

FIRST NATIONAL BANK BUILDING

CHICAGO 3, ILLINOIS

Metropolitan Chicago Trends

	Nov. 1960	Oct. 1960	Sept. 1960		% Change 11/60 vs. 11/59		Cumulative—11 months 1960	% Change from 1959
POPULATION AND GENERAL GROWTH TRENDS:								
Population—Metro. Chicago 6,743,316 on April 1, 1960 (1960 Census of Population)								
Recorded Births:								
—Chicago	7,793	8,058	8,332	7,894	— 1.3	T	86,643	— 2.7
—Metr. Area (6 Ill. Counties)	12,592	13,254	13,603	12,460	+ 1.1	T	139,041	— 0.7
Recorded Deaths:								
—Chicago	3,290	3,305	3,078	3,404	— 3.4	T	36,530	+ 1.7
—Metr. Area (6 Ill. Counties)	5,044	5,088	4,743	5,190	— 2.8	T	55,744	+ 2.0
Marriage Licenses	4,263	4,998	5,550	4,026	+ 5.9	T	52,814	+ 3.4
No. of Main Tel. in Serv. (Ill. Bell) (000)								
—Business Telephones	330.6	330.7	330.1	320.8	+ 3.1	LM	330.6	+ 3.1
—Residential Telephones	1,713.7	1,710.1	1,706.0	1,669.5	+ 2.6	LM	1,713.7	+ 2.6
INDUSTRY:								
Index of Ind. Prod. (1947-49=100)	129.0p	131.6	132.2	131.2	— 1.7	A	134.9p	+ 1.2
Steel Production (000 Tons)	1,148.8	1,314.1	1,321.0	1,162.1	— 1.1	T	18,034.3	+23.1
Petroleum Refining (Jan. 1957=100)	N.A.	100.2	98.2	106.3	N.A.	Ax	101.4	+ 1.1
Ind. Gas Consumed—Chgo. (000 Therms)	13,791	13,819	12,285	15,021	— 8.2	T	157,189	— 2.6
Electric Power Prod. (000,000 K.W.H.)	1,986	1,978	2,023	1,931	+ 2.9	T	21,754	+ 5.3
Dressed Meat Und. Fed. Insp. (1953=100)	60.2	64.0	61.5	61.5	— 2.1	A	61.1	—14.5
TRADE:								
Dept. Store Indexes (1947-49=100)								
—Sales (Seasonally Adjusted)	119	130	121	125	— 4.8	A	123	— 0.0
—Inventories (Seasonally Adjusted)	N.A.	145	147	137	N.A.	Ax	143	+ 5.1
Retailer's Occupational Tax Collections (Municipal Tax Excluded) (000)								
—Chicago	N.A.	\$ 9,711	\$ 9,548	\$ 10,976	N.A.	Tx	\$101,179	+11.9
—Chicago Metr. Area (6 Ill. Counties)	N.A.	\$ 16,757	\$ 16,660	\$ 18,369	N.A.	Tx	\$171,516	— 1.7
Consumer Price Index (1947-49=100)								
All Items—Chicago	130.5	130.7	130.4	129.1	+ 1.1	A	129.9	+ 1.5
New Passenger Cars—No. of (R. L. Polk)	N.A.	22,880	19,726	19,060	N.A.	Tx	269,269	+ 6.6
Total Water Imports (Sh. Tons)	N.A.	48,256	24,643	68,999	N.A.	Tx	244,509	N.A.
Total Water Imports (Sh. Tons)	N.A.	79,069	77,587	65,404	N.A.	Tx	646,712	N.A.
Steel Mill Imp.—Port of Chgo. (Sh. Tons)	15,378p	12,319	7,302	37,777	—59.3	T	80,793p	—64.6
EMPLOYMENT AND PAYROLLS:								
Total Labor Force (000)	3,031.0p	3,022.4	3,019.6	3,027.1	+ 0.1	A	3,009.0	— 0.6
—Employed (000)	2,866.8p	2,878.9	2,882.6	2,897.5	— 1.1	A	2,864.7	+ 0.1
—Non-Agric. Wage & Salary (000)	2,563.1p	2,580.1	2,589.1	2,589.1	— 1.0	A	2,573.0	+ 1.4
—Manufacturing (000)	933.8p	949.0	954.8	978.3	— 4.5	A	959.9	+ 0.6
—Durable (000)	603.3p	614.9	620.9	643.2	— 6.2	A	628.4	+ 1.3
—Non Durable (000)	330.5p	333.0	334.0	335.8	— 1.6	A	331.4	— 0.6
—Non Manufacturing (000)	1,629.3p	1,631.2	1,624.3	1,610.8	+ 1.1	A	1,604.0	+ 1.2
—Unemployed (000)	164.2p	143.5	137.0	129.6	+26.7	A	143.9	—13.5
Insured Unemployment Cook and DuPage Counties								
	46,190	42,077	39,947	38,425	+20.2	A	45,724	— 7.4
Families on Relief (Cook County)	33,442	32,812	33,334	36,823	— 9.2	A	34,875	— 8.6
Weekly Earnings in Mfg. (6 Ill. Cos.)	N.A.		\$ 101.30	\$ 97.14	N.A.			
Weekly Hours in Mfg. (6 Ill. Cos.)	N.A.		40.5	40.1	N.A.			
CONSTRUCTION AND REAL ESTATE:								
All Building Permits—Chicago	1,515	1,962	2,269	1,597	— 5.1	T	23,294	—11.6
—Cost (000)	\$ 25,757	\$ 33,449	\$ 55,218	\$ 14,936	+72.4	T	\$364,631	+34.5
Dwelling Units Auth. by Bldg Permits (Bell Savings & Loan Assn.) (No. of)	2,842	3,803	3,274	2,168	+31.1	T	38,568	—15.2
—Single Family Units (No. of)	1,589	2,296	2,289	1,495	+ 6.3	T	24,976	—25.8
—Apartment Units (No. of)	1,253	1,507	985	673	+86.2	T	13,592	+15.2
Construction Contracts Awarded								
—All Contracts (000)	N.A.	\$116,935	\$132,149	\$120,104	N.A.	Tx	\$1,297,543	— 4.5
—Non-Residential Contracts (000)	N.A.	\$ 45,805	\$ 61,249	\$ 42,889	N.A.	Tx	\$534,062	+22.9
—Commercial Contracts	N.A.	\$ 10,815	\$ 21,220	\$ 9,623	N.A.	Tx	\$198,930	+42.5
Vacant Industrial Bldg. (1954-55=100)	90.0	95.9	96.0	86.4	+ 4.2	A	93.0	+ 2.3
Idle Elec. Meters (% of all Meters)*	2.24	2.34	2.26	2.15	+ 4.2	A	2.05	+ 6.8
Industrial Plant Investment (000)	\$ 12,093	\$ 16,361	\$ 9,650	\$ 73,045	—83.4	T	\$217,219	+32.5
Construction Cost Index (1913=100)	661	662	659	654	+ 1.1	A	657	+ 2.2
Structures Demolished—City of Chicago	195	204	453	192	+ 1.6	T	2,758	— 8.5
Real Estate Transfers—Cook County	5,190	5,533	6,063	5,533	— 6.2	T	61,469	—11.8
—Stated Consideration (000)	\$ 4,148	\$ 3,354	\$ 3,597	\$ 3,223	+28.7	T	\$ 39,905	+ 4.8

—Total of 11 months. Tx=Total of 10 months. A=Average of 11 Months. Ax=Average of 10 months. LM=Latest Month. P=Primary. NA=Not Available. *Indicates residential vacancy rate. r=revised.

(Continued on page 8)

(Continued from page 7)

FINANCE:

					% Change Nov. 1959 11/60 vs. 11/59		Cumulative—11 months 1960	% Change from 1959
Fed. Res. Member Banks in Chicago						A	\$ 4,172	N.A.
—Demand Deposits (000,000)	\$ 4,119	\$ 4,224	\$ 4,140	\$ 4,281	— 3.8	A	\$ 1,917	N.A.
—Time Deposits (000,000)	\$ 1,992	\$ 1,980	\$ 1,967	\$ 1,853	+ 7.5	A	\$ 4,664	N.A.
—Loans Outstanding (000,000)	\$ 4,763	\$ 4,782	\$ 4,783	\$ 4,249	+12.1	A	\$ 2,803	N.A.
—Com. & Industrial Loans (000,000)	\$ 2,903	\$ 2,956	\$ 2,898	\$ 2,536	+14.5	A	\$ 764,833	+ 5.7
Bank Debits—Daily Average (000)	\$767,532	\$764,160	\$810,374	\$761,967	+ 0.7	T	\$ 61,012	+ 2.3
Chicago Bank Clearings (000,000)	\$ 5,412	\$ 5,562	\$ 5,711	\$ 5,380	+ 0.6			
Insured Sav. & Loan Assoc. Cook County						T	\$ 1,531.0	+ 8.0
—Savings Receipts (000,000)	\$ 113.5	\$ 124.9	\$ 122.7	\$ 100.4	+13.0	T	\$ 1,152.4	+ 8.2
—Withdrawals (000,000)	\$ 68.0	\$ 82.2	\$ 93.7	\$ 65.6	+ 3.7	T	\$ 837.6	—17.1
—Mortgage Loans Orig. (000,000)	\$ 73.1	\$ 77.5	\$ 83.5	\$ 61.5	+18.9			
Business Failures—Chicago						T	307	+ 7.0
—No. of Failures	26	25	25	19	+36.8	T	\$ 23,570	+30.7
—Total Liabilities (000)	\$ 1,451	\$ 1,249	\$ 7,177	\$ 1,052	+37.9			
Midwest Stock Exchange Transactions:						T	28,544	—10.5
—No. of Shares Traded (000)	2,407	2,439	2,401	2,351	+ 2.4	T	\$1,119,806	—11.3
—Market Value (000)	\$ 92,086	\$ 88,151	\$ 92,071	\$ 99,362	— 7.3			

TRANSPORTATION:

Carloads of Rev. Frt. Originated	93,448	105,788	104,611	93,054	+ 0.4	T	1,210,249	+ 2.7
Express Shipments: Rail, No. of	751,652	703,331	680,783	768,024	— 2.1	T	7,409,111	— 6.8
Air, No. of	84,139	92,718	93,066	80,145	+ 5.0	T	944,374	+ 3.2
Natural Gas Dlv'd. by Pipe Line (000,000 Cu. Ft.)	39,528	33,834	28,428	29,437	+34.3	T	377,048	+17.3
Freight Originated by Common Carrier								
Intercity Trucks—(Jan. 1958=100)	106.9	117.2r	124.3	110.7	— 3.4	A	120.8p	+ 0.3
Air Passengers: Arrivals	N.A.	518,158	531,537	459,776	N.A.	Tx	4,983,096	+ 1.5
Departures	N.A.	527,102	533,069	440,761	N.A.	Tx	5,046,339	+ 1.1
Chicago Transit Authority Passengers:								
—Surface Division (000)	34,203	35,838	34,349	35,013	— 2.3	T	386,686	— 2.2
—Rapid Transit Division (000)	9,369	9,446	8,919	9,381	— 0.1	T	102,817	— 0.3
Air Mail Originated (000 Pounds)	N.A.	3,541	3,474	2,962	N.A.	Tx	34,896	+74.2
Barge Line Freight Orig. (Sh. Tons)	273,554	248,651	255,181	204,890	+33.5	T	2,882,972	+ 6.6

T=Total of 11 months. Tx=Total of 10 months. A=Average of 11 Months. Ax=Average of 10 months. LM=Latest Month. P=Pro-
liminary. NA=Not Available. *Indicates residential vacancy rate. r=revised.

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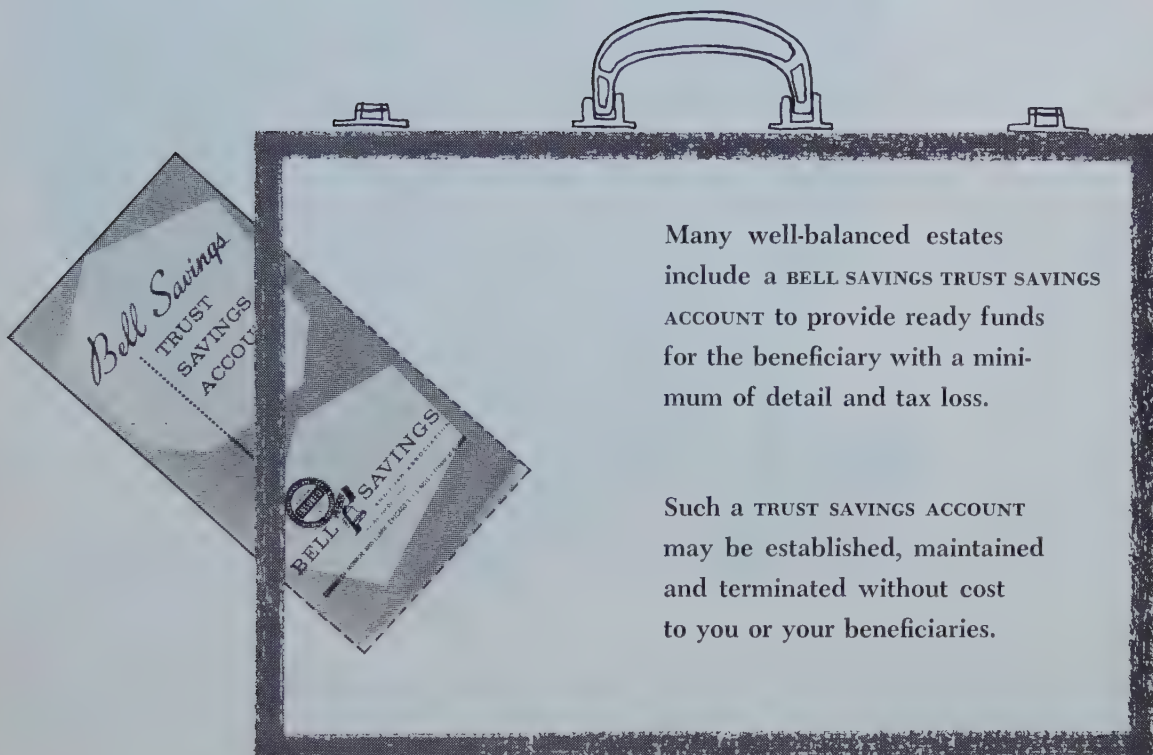


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More than 55 years' experience in digging out the answers to your production, transportation and distribution problems enables CMD's plant planning specialists to build a **SUCCESSFUL** plant for you.

The true cost of a **SUCCESSFUL** plant is determined by its ability to produce economically and efficiently in an area that minimizes your distribution and marketing costs. We show you how to weigh one location against

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Let us show you the choice locations available in our six industrial developments in Chicago . . . then tailor a plan complete with financing, engineering and construction . . . to insure that your building will serve you with true economy.

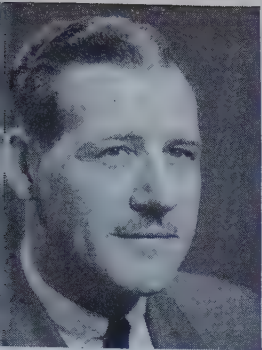
CMD

**INDUSTRIAL
REAL ESTATE
DEVELOPERS**

CENTRAL MANUFACTURING DISTRICT

William Wood Prince • James F. Donovan, Trustees
Frank C. Stern, General Manager

38 South Dearborn • RAndolph 6-2232 • Chicago 3, Ill.



Program For Better Transportation

The Chicago Association of Commerce and Industry, the Chicago Central Area Committee and the Chicago Real Estate Board have proposed a plan to help the Chicago Transit Authority make much needed improvements and extensions of the Rapid Transit system with the aid of tax subsidies.

The three organizations recommended a county bond issue to be paid for from new taxes on property, motor fuel, sales and vehicles. Of the bond issue proceeds, which would be subject to county-wide referendum, an estimated \$28 million would be spent for CTA signal and automatic train control safety improvements. Thirty-nine million dollars would be used to complete the Northwest Expressway rapid transit facilities.

The three organizations made a number of other recommendations. Among these are the following: 1) That funds be made available for the Northeastern Illinois Metropolitan Area Planning Commission to assume responsibility for an objective planning study of the long-range capital improvement requirements of the metropolitan area's transportation system, including commuter railroads. The target date for completion of such studies would allow for consideration of the study's recommendations during the 1961 General Assembly session.

2) Adopt separate legislation to relieve the CTA of the financial burden of carrying any passengers free or at reduced fare, so that these costs, as in the case of carrying school children at reduced fares, be paid for by state and local governments as is now done in many school districts outside Chicago.

3) Adopt legislation to permit the railroads to put into effect changes increasing or decreasing commuter service and/or rates as needed on short notice, subject to subsequent review of the Illinois Commerce Commission.

4) Adopt legislation which would correct existing inequities in the tax structure so as to fairly tax Chicago Metropolitan area suburban railroads on the same basis on which other industry is taxed. These measures do not involve a subsidy and are designed to prevent the necessity for one.

The three civic organizations made these recommendations after a year-long study. They believe this step-by-step program represents an orderly ap-

proach to solving the Metropolitan Area's local transportation problems. Their recommendations deserve community-wide support.

Providing For The Future

This country uses far more electric power per capita than any other comparable nation — in industry, in agriculture and in the home. That's a matter of statistical record, despite the increasing effort of the socialized power supporters to convince us that costly government "crash programs" are necessary to meet the nation's needs.

Moreover, the U. S. investor-owned power industry isn't resting on its laurels. It's going ahead, with the biggest expansion program in history — a program that includes nuclear power as well as power from the conventional sources. By the end of this year, the Edison Electric Institute reports, the nation's electric power industry will have a capacity of 175.9 million kilowatts — an increase of 7.7 per cent over the record a year ago. By the end of 1963, total capability is expected to reach 211 million kilowatts.

Of top importance, this industry isn't just expanding its facilities as demand expands. It is always building ahead, and creating surplus capacity. By 1963 the gross margin of power supply over demand is forecast at 25 per cent — plenty of margin for any conceivable emergency or change in conditions.

Last, but certainly not least, the investor-owned electric utilities are major financial partners of government at all levels. About 25 per cent of their revenues go out in taxes. They are not tax-exempt like federal power projects.

Who Is Surprised

The reports from some of the various task forces which have been working on President-elect Kennedy's program are now beginning to come in. Thus far they have, without exception, called for more federal spending, suggesting "task forces" is a misnomer. They should be dubbed "Tax Forces."

Alan Study



Find out
all about

Econ-o-wash

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IF . . . you want a business on the side, without giving up your present occupation!

IF . . . you want a 30% average net return!

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• **Merger Challenges** — Only two per cent of the mergers and acquisitions recorded among the nation's 300 largest manufacturing corporations in 1958-59 had been challenged by the federal government, the National Industrial Conference Board reports. In releasing an analysis of the cases which have arisen under Section 7 of the Clayton Act, the Board noted that contrary to popular impression, enforcement of the Merger Act, has focused, not on the size of the acquiring or acquired company as such, but on market effects of the merger or acquisition. The study finds that a merger has been most vulnerable: 1) if the acquiring corporation's sales and assets exceed \$10 million and it is one of the first companies in its field 2) if the acquired unit is also one of the major organizations in its field and 3) if a high percentage of the output of the products or services in question is concentrated in relatively few companies. Vulnerability is greatest if the two companies operate in the same field.

• **Shipping Costs Savings** — Fully 35 specific ways to reduce the bite taken by transportation costs are digested in a new booklet entitled "35 Ways to Reduce Your Shipping Costs" just published at \$1 a copy by the Institute for Business Research, Inc., 49 West 57th street, New York 19, N. Y. Author of the booklet is Raynard F. Bohman, Jr., of Bohman Industrial Traffic Consultants.

• **Biggest Lender** — The nation's biggest lender is the typical American multiplied by millions, familiarly known as John Q. Public, and not the banking system or any other financial or thrift institution. These are essentially custodians and intermediaries through which the peo-

ple's savings and other accumulated funds are channeled into the country's productive life. The public at large is far more a lender than a borrower when aggregates are considered, according to data compiled by the Federal Reserve System in its study of the flow of funds throughout the economy. Interest-bearing assets owned by the public exceeded the assets of the entire banking system by more than \$170 billion, a margin of eight to five.

• **Stock Market Is For Kids** — Youngsters are cleaning up on the New York Stock Exchange, according to the Big Board's official publication *The Exchange*. In one day's trading — September 21 — \$815,000 worth of stock was bought or sold by custodians for minors in some 600 transactions. The number of shares involved was 22,000. "Stock Gifts to Minors" laws permit adults acting as custodians, to purchase or sell securities on behalf of minors in all 50 states.

• **European Market Guide** — The Continental Europe Market Guide published by Dun & Bradstreet, Inc. has just been distributed to American exporters and importers. It includes information on more than 80,000 leading businesses in 19 countries in a single volume of more than 1,400 pages. The credit-rating organization plans to enlarge and expand the scope of future editions of the Guide.

• **Botany in Prospecting** — Flowering trees and other vegetation have increasingly important uses in prospecting for minerals and ores of metals used by the steel industry. Steel Facts reports. The practice of using plants to search for economic ore deposits is based on the ability

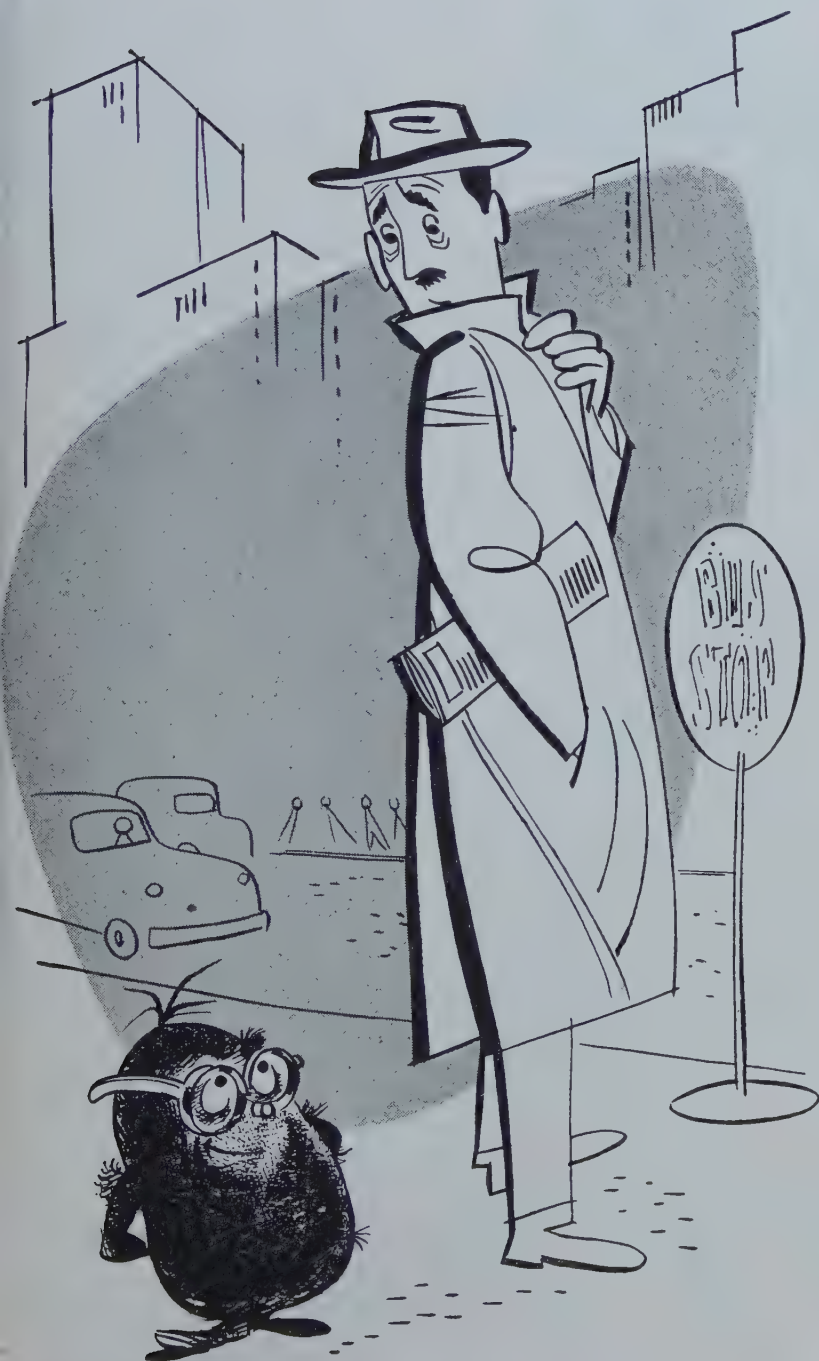
(Continued on page 43)

Johnny had a little debt

*Its face was black as coal
And everywhere that Johnny went
It kept him "in the hole"*

It followed him to work one day

*And wound up with the boss
For when a worker's worried so
The business takes a loss*



SAD STORY—but there was a happy ending. For soon after that a group of employees where Johnny worked got together and said: "A lot of us here have money troubles. First thing you know, we have to go begging for a pay advance or we have our wages garnisheed. A man with a family always needs credit, but most credit is costly. Let's do what a lot of other people are doing. Let's start a credit union right here where we work."

"What's a credit union?" someone asked. "Well," said George Winter, who had worked at a company where there was a credit union, "if we had a credit union, we could all save money easier. We save whatever we can whenever we can. We'd also have a place to get loans when we needed cash. And we'd pay lower interest on the loans than we'd have to pay other places."

"How come?" asked Mary Stevens. "Well, you see, we run the credit union ourselves," said George. "There's very little expense. It's our credit union, and we run it just for our benefit. The low cost of loans is one of the benefits."

"What about other benefits?" asked Jim Smith. "Good returns on your savings," said George. "Credit union savings paid over 3% where I worked before."

Result was that those employees where Johnny worked got together and called in a credit union representative who explained the whole thing to them and helped them set it in operation.

The management of Johnny's company was mighty glad to see the credit union get started. Right away the employees were relieved of a lot of financial troubles. They were happier, better workers.

If your company doesn't have a credit union, find out how you can help get one started. It will benefit all the employees, and by helping them it will be good for the company. There are over 20,000 credit unions and more than 11 million credit union members in America. Some of America's best known companies have had employee credit unions for many years. Get complete information now and without cost or obligation. Write to—Illinois Credit Union League, 309 West Jackson Blvd., Chicago 6.

*Serving credit unions in Illinois
for over 30 years*

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309 West Jackson Blvd.

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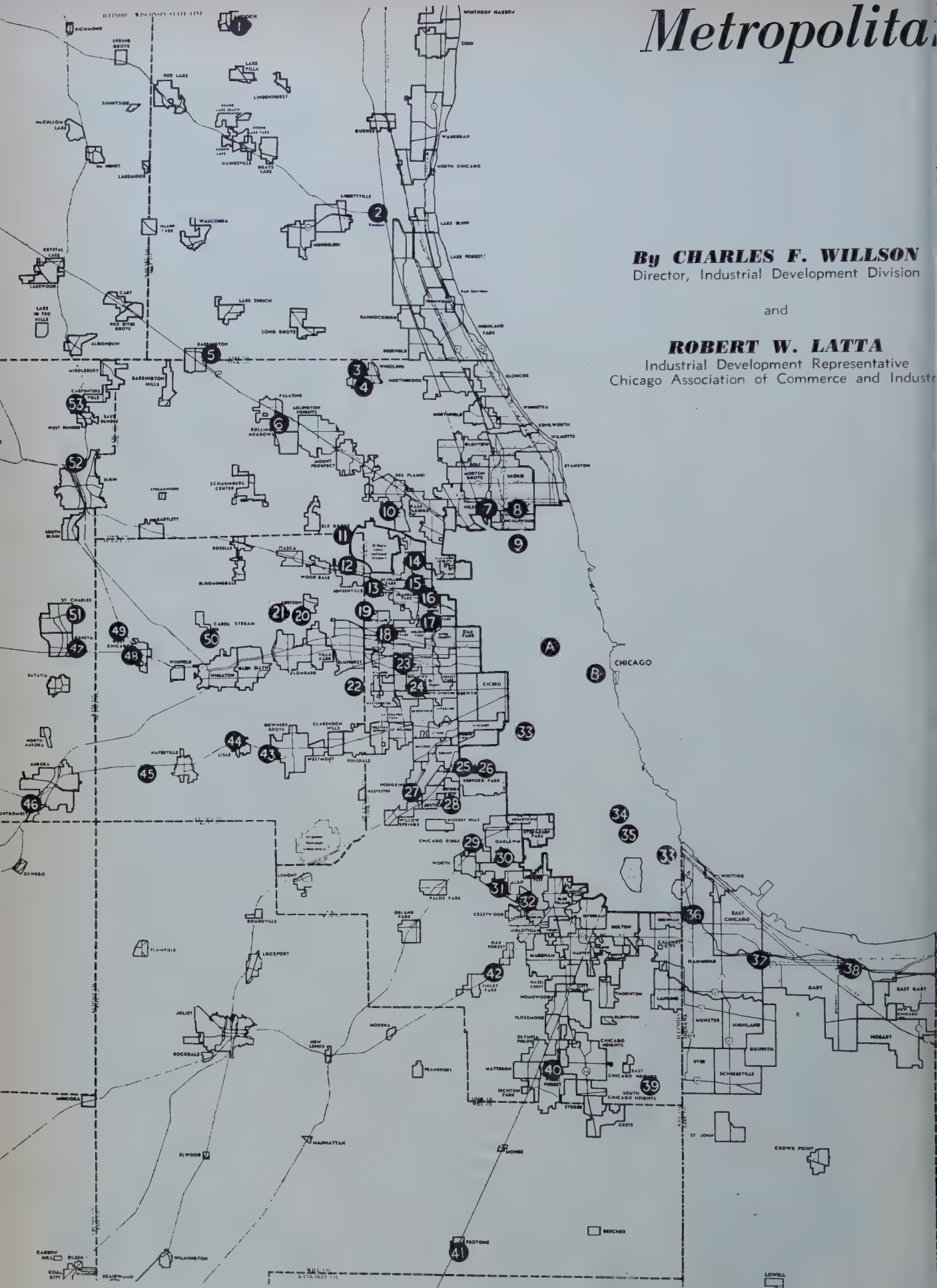
Chicago 6, Illinois

Metropolita

By **CHARLES F. WILLSON**
Director, Industrial Development Division

and

ROBERT W. LATTA
Industrial Development Representative
Chicago Association of Commerce and Industry



Chicago Industrial Districts

all the facts about locations, costs, facilities, requirements, restrictions

THE industrial district, or industrial park, is almost as common on the American scene as the drive-in movie. Ready acceptance of this relatively new emphasis in industrial location manifests the desire of industry to have its own community. However, it is only the emphasis, and not the industrial district, that is new. Such names as Central Manufacturing District and Bearing Industrial District are well-known nationally. The "district" concept evolved in the Chicago area in the early 1900's with the leadership of these organizations, and has been greatly expanded with the availability of many new locations in a variety of environments.

During the past fifteen years, hundreds of industrial districts have been established throughout the country. A 1955 article in the Area Development Bulletin attempted to appoint factors in the success of the many new districts:

"The planned industrial subdivision is a logical response to current trends in industrial location. It is well adapted to the continuing decentralization of industrial operations, the increasing use of horizontal-line production methods best used in land-consuming, one-story plants, and the emphasis on esthetics in plant design. It recognizes the scarcity and high cost of in-town sites and the space requirements for future plant expansion, off-street parking docks, and employee parking."

Among the attractions of an industrial district is its readiness for the immediate installation of a plant with all services and facilities provided.



Robert W. Latta



Charles F. Willson

vided. In an industrial district, industry rates first consideration, and nuisance complaints are rare or non-existent.

Basic Difference

There have been innumerable discussions and papers about what constitutes an industrial district, what constitutes an industrial park, and the differences, if any, between these two plant location services. Basically, the difference is in esthetics, with the needed services for industry available in either, but with the industrial park providing a park-like atmosphere with greater use of landscaping and lesser use of space for buildings.

Because of its connotation, the word "park" is being used increasingly by developers to identify their areas, including some areas with less potential and desirability than the name implies. William A. W. Krebs,

Jr., in a 1959 article in *Industrial Development and Manufacturers Record Magazine*, recognized this when he wrote "... the absence of a clear concept of the park and what it implies permits planting a park sign on the nearest cornfield, the development of 'counterfeit' parks, and a resultant confusion in the public mind that hinders intelligent community acceptance of the burdens of park development." Be this as it may, it is the development itself, and not the name by which it is called, that is of importance. There are only a few industrial land developments in Metropolitan Chicago which qualify as parks.

The various industrial districts in Metropolitan Chicago provide ample available space for all types of industry. In many districts, land is available to accommodate either very small or very large buildings and industry has the choice of city, suburban or country location (see accompanying map). The price of land varies with location, with available services and improvements, and with the size of the parcel under consideration. Nearly every desire of industry can be met in one or more of the districts located here. In fact, few other metropolitan locations can

Turn to pages 16 and 17 for the first listing of its kind ever prepared showing 58 industrial districts, their costs, requirements, etc.

(Continued on page 25)

NAME OF DISTRICT
(Number following name
indicates location of
district on accompanying
map.)

NAME OF DISTRICT	NUMBER OF ACRES	PERCENT OF DEVELOPMENT	APPROXIMATE COST OF LAND PER ACRE (43,560 square feet)	RAILROAD SERVING THE DISTRICT	ELECTRICITY	GAS	WATER	SEWAGE DISPOSAL ^a	REQUIRES SET-BACKS	REQUIRES LANDSCAPING	REQUIRES OFF-STREET PARKING & LOADING	REQUIRES DESIGN & CONSTRUCTION	REQUIRES SCREENING OF OUTDOOR STORAGE	NOISE, SMOKE, ETC.	CONTROLS, FUMES, ODORS, CONTROL, SMOKE, ETC.	LIMITS SIZE & NUMBER OF SIGNS	PROHIBITS RESIDENTIAL CONSTRUCTION	ZONING
ADDISON INDUSTRIAL DISTRICT (20)	100	70%	\$13,000-20,000	ICRR	x	x	x	M	x		x	x		x	x	x	Mfg	
ALSIP INDUSTRIAL DISTRICT (32)	300	30%	\$10,000	BOCT IHB	x	x	x	SD			x			x		x	Ind	
ANDERSON'S DES PLAINES DEVELOPMENT (10)	200	5%	\$33,000-44,000	CNW CMSP	x	x	x	SD	x	x	x	x	x	x		x	Mfg	
ANDERSON'S MANNHEIM & NORTH DEVELOPMENT (18)	12	90%	\$44,000	IHB	x	x	x	SD	x	x	x	x	x	x		x	Mfg	
ANTIOCH INDUSTRIAL DISTRICT (1)	20	50%	\$ 1,500	CMSP	x	x	x	M	x	x	x	x		x		x	CC	
BELDEN INDUSTRIAL DISTRICT (20)	80	30%	\$20,000-24,000	ICRR	x	x	x	M	x	x	x	x	x	x		x	Ind	
BELLWOOD INDUSTRIAL DISTRICT (23)	10	30%	Lease Only	IHB	x	x	x	SD	x	x	x	x	x	x			Mfg	
BENSENVILLE INDUSTRIAL DISTRICT (12)	420	9%	\$22,000	CMSP	x	x	x	M	x	x	x	x	x	x	x	x	Lt	
BRIDGEVIEW INDUSTRIAL DISTRICT (28)	280	5%	\$ 7,500	IHB	x	x	x	M						x		x	Ind	
BROADVIEW INDUSTRIAL CENTER (24)	#	5%	Lease Only	IHB ICRR	x	x	x	SD	x	x	x	x		x		x	Mfg	
BRYNWOOD INDUSTRIAL DISTRICT (9)	8	80%	\$65,000-77,000	CNW	x	x	x	SD	x	x	x	x	x	x		x	Mfg	
BURLINGTON-NAPERVILLE INDUSTRIAL PARK (45)	470	0%	#	CB&Q	x	x			x	x	x	x	x	x	x	x	Ind	
CAL-INDUSTRIAL CENTER (38)	123	19%	#	IHB WRR	x	x	x	M	x	x	x	x	x	x	x	x	Mfg	
CAL-SAG INDUSTRIAL DISTRICT (31)	560	7%	\$ 8,000	IHB	x	x	x	M	x	x	x	x	x	x	x	x	Ind	
CALUMET INDUSTRIAL DISTRICT (35)	120	40%	#	CRIP NPRR	x	x	x	SD	x		x	x		x	x	x	Mfg	
CENTEX INDUSTRIAL PARK (11)	1100	37%	\$25,000-27,000	CNW CMSP	x	x	x	SD	x	x	x	x	x	x		x	HI	
CENTRAL MANUFACTURING DISTRICT (33)	130	85%	\$45,000-111,000	CRI	x	x	x	SD	x	x	x	x	x	x	x	x	Mfg	
CLEARING INDUSTRIAL DISTRICT (13) (26)	300	50%	\$25,000-44,000	CMSP CBRR	x	x	x	SD	x	x	x	x	x	x		x	Ind	
DELNOR INDUSTRIAL DISTRICT (51)	52	15%	\$ 8,500-9,000	C&GW	x	x	x	M	x	x	x	x		x		x	Mfg	
DUPAGE INDUSTRIAL DISTRICT (21)	250	0%	\$12,000-17,000	ICRR	x	x	x	M	x	x	x	x	x	x	x	x	HI Lt	
EDENS INDUSTRIAL PARK (7)	3	95%	\$52,000	----	x	x	x	SD	x		x		x	x	x	x	Lt	
ELGIN INDUSTRIAL PARK (52)	103	0%	\$ 2,500-10,000	----	x	x	x	M					x	x	x		Lt	
ELLSWORTH PARK MANUFACTURING DISTRICT (43)	50	50%	\$14,000	CB&Q	x	x	x	M	x	x	x	x	x	x	x	x	Lt	
GENEVA INDUSTRIAL DISTRICT (47)	20	65%	\$25,000	CNW	x	x	x	M	x	x	x	x	x	x		x	HI	
GOVERNOR'S INDUSTRIAL PARK (41)	15	5%	\$ 4,000	----	x	x	x	M	x	x	x	x	x	x	x	x	Lt	
GREENWOOD INDUSTRIAL PARK (34)	20	30%	Lease Only	NYC	x	x	x	SD	x	x	x	x	x	x		x	Lt	
HAMMOND INDUSTRIAL DISTRICT (36)	60	60%	\$12,000	BOCT PENN	x	x	x	M	x		x			x		x	HI	
HARLEM AVENUE-63rd STREET INDUSTRIAL DISTRICT (25)	33	20%	Lease Only	CBRR IHB	x	x	x	SD	x	x	x	x	x	x		x	Mfg	
PARK FOREST INDUSTRY PARK (40)	120	10%	#	MCRR EJ&E	x	x	x	M	x	x	x	x	x	x	x	x	Mfg	
JEWEL PARK (5)	33	10%	\$10,000	CNW'	x	x	x	M	x	x	x	x	x	x	x		Lt	

^aSewage disposal is indicated by "M" if municipal, and by
"SD" if connected to the Metropolitan Sanitary District.

- Information not available, or withheld as
confidential by agents.

Zoning Abbreviations:

CC - County Code
HI - Heavy Industrial
Ind - Industrial
Lt - Light Industrial
Mfg - Manufacturing

NAME OF DISTRICT (Number following name indicates location of district on accompanying map.)	NUMBER OF ACRES	PERCENT OF DEVELOPMENT	APPROXIMATE COST OF LAND PER ACRE (43,560 square feet)	RAILROAD SERVING THE DISTRICT	ELECTRICITY	GAS	WATER	SEWAGE DISPOSAL ^a	REQUIRES SET-BACKS	REQUIRES LANDSCAPING	REQUIRES OFF-STREET PARKING AND LOADING	REQUIRES DESIGN AND CONSTRUCTION	REQUIRES SCREENING OF OUTDOOR STORAGE	REQUIRES FUMES, ODORS, NOISE, SMOKE, ETC.	CONTROL SIZE & NUMBER OF SIGNS	PROHIBITS RESIDENTIAL CONSTRUCTION	ZONING
LAKE-CALIFORNIA DISTRICT (A)	17	0%	#	----	x	x	x	SD			x		x	x		x	Lt
LAKE-MAPLEWOOD DISTRICT (A)	29	0%	#	----	x	x	x	SD			x		x	x		x	Lt
LINCOLNWOOD INDUSTRIAL DISTRICT (8)	9	0%	\$77,000- 87,000	CNW	x	x	x	SD	x	x	x	x	x	x	x	x	Lt
MEADOWDALE INDUSTRIAL PARK (53)	300	10%	\$10,000- 17,000	CNW	x	x	x	M	x	x	x	x	x	x		x	Lt HI
MELROSE PARK INDUSTRIAL DISTRICT (17)	0	99%	\$37,000	IHB	x	x	x	SD	x	x	x			x			Ind
MONTGOMERY INDUSTRIAL DISTRICT (46)	500	3%	#	CB&Q	x	x	x	M	x	x	x	x	x	x	x	x	HI
NORTHLAKE INDUSTRIAL DISTRICT (19)	100	65%	#	CNW	x	x	x	SD	x		x	x	x	x	x	x	Mfg
NORTHWEST INDUSTRIAL DISTRICT (15)	2	80%	\$35,000	----	x	x	x	SD	x		x	x		x		x	Lt
NORTHWESTERN INDUSTRIAL PARK (6)	110	30%	\$14,000	CNW	x	x	x	SD	x	x	x	x	x	x	x	x	Lt
O'HARE INDUSTRIAL CENTER (14)	3	95%	\$30,000- 35,000	----	x	x	x	SD	x	x	x	x	x	x		x	Mfg
OAK BROOK INDUSTRIAL PARK (22)	600	5%	\$22,000- 55,000	----	x		x	M	x	x	x	x	x	x	x	x	Mfg
OAK LAWN INDUSTRIAL PARK (30)	150	20%	\$17,000- 33,000	IHB BOCT	x	x	x	SD	x	x	x	x		x		x	Lt
ROOSEVELT-CLINTON DISTRICT (B)	31	0%	#	----	x	x	x	SD			x		x	x		x	Lt
ROUNDOUT INDUSTRIAL PARK (2)	30	0%	\$13,000	CMSP EJ&E	x	x	x	M	x	x	x	x	x	x		x	Lt HI
SANTA FE INDUSTRIAL DISTRICT (27)	300	25%	#	ATSF	x	x		SD				x	x	x			Lt HI
SAUK VILLAGE INDUSTRIAL DISTRICT (39)	300	0%	\$ 4,000	EJ&E MCRR	x	x	x	SD									Mfg
SCHILLER PARK INDUSTRIAL DISTRICT (16)	17	25%	\$37,000- 44,000	----	x	x	x	SD	x	x	x	x	x	x	x	x	Lt
SOUTHEAST INDUSTRIAL DISTRICT (51)	80	6%	\$ 4,000- 5,000	C&GW	x	x	x	M	x	x	x	x	x	x	x	x	Mfg
SOUTH SHORE INDUSTRIAL DISTRICT (37)	150	25%	\$ 5,000- 6,000	CSSB	x	x	x	M	x		x			x		x	HI
STREAM & COLE INDUSTRIAL PARK (50)	182	0%	\$ 8,000- 12,000	C&GW	x	x	x	M	x		x		x	x	x	x	Mfg
TINLEY PARK INDUSTRIAL DISTRICT (42)	275	3%	\$ 5,000	CRIP	x	x	x	SD	x	x	x	x	x	x	x		Ind
WABASH INDUSTRIAL DISTRICT (29)	80	0%	\$ 3,500- 6,000	WRR	x	x	x	SD	x	x	x		x	x			HI
WEST CENTRAL INDUSTRIAL DISTRICT (B)	5	80%	\$90,000- 163,000	----	x	x	x	SD			x		x	x		x	Lt
WEST CHICAGO INDUSTRIAL DISTRICT (48)	610	0%	#	CNW	x	x			x	x	x		x	x	x	x	Mfg
WEST CHICAGO MANUFACTURING DISTRICT (49)	400	20%	\$10,000- 20,000	CNW C&GW EJ&E	x	x			x		x	x	x	x			HI
WHEELING INDUSTRIAL CENTER (4)	60	20%	Lease Only	CMSP	x	x	x	SD	x	x	x	x	x	x	x	x	Mfg
WHEELING INDUSTRIAL PARK (3)	60	30%	\$ 9,000	CMSP	x	x	x	SD	x	x	x	x	x	x	x	x	Lt
WOODLAND PARK INDUSTRIAL DISTRICT (44)	134	0%	\$ 6,000	CB&Q	x	x			x	x	x	x	x	x	x	x	Lt

Railroad Abbreviations:

ATSF - Atchison, Topeka & Santa Fe
BOCT - Baltimore & Ohio Chicago Terminal
CBRR - Chicago Belt
CB&Q - Chicago, Burlington & Quincy
C&GW - Chicago & Great Western
CMSP - Chicago, Minneapolis, St. Paul & Pacific
CNW - Chicago & North Western
CRI - Chicago River & Indiana
CRIP - Chicago, Rock Island & Pacific

CSSB - Chicago, South Shore & South Bend
EJ&E - Elgin, Joliet & Eastern
ICRR - Illinois Central
IHB - Indiana Harbor Belt
MCRR - Michigan Central
NPRR - Nickle Plate
NYC - New York Central
PENN - Pennsylvania
WRR - Wabash

^a Denotes passenger service only.



Schoolhouse in the Sky

MORE than half a million pupils in six Midwestern states will be tuned into the first lessons ever telecast from an airplane early next month. Financed by the Ford Foundation and private industry, the Midwest Program on Airborne Television Instruction (MPATI) will beam instructional courses on video tape from an airplane flying high over Indiana to schools in that state, parts of Illinois, Kentucky, Michigan, Ohio and Wisconsin.

"The totals far exceed our expectations," said Dr. John E. Ivey, Jr.,

MPATI president. "The number of pupils represents more than 10 per cent of the five million students we estimate are within range of the airplane's signals. This demonstration or tryout period is designed to allow schools to test the signal and the educational content prior to participating in the first full academic year starting in September, 1961. There now arises a question of whether distributors of television equipment will be able to supply and install all of the needed antennas, distribution systems and TV receivers before the start of the demonstration period."

Ivey added that although major distributors of television equipment have been carefully advised of the program's progress and put in touch with interested school systems, "results of the survey of participation will likely come as a surprise to them as well as to us." The majority of expected pupil participants uncovered by the survey—454,597, or more than 86 per cent of the total—are in elementary schools and during the demonstration period will view one or more of the eight courses offered at that level. A total of 69,651 students expect to view the

More than 500,000 pupils in six states to receive TV lessons broadcast from airplane

By WALTER BEVERLY DEAN

Associate Editor, COMMERCE



Mrs. Geraldine Workman, Kansas City, Mo., one of first 16 teachers selected to produce courses for MPATI will teach world history and geography to pupils in six state area

four courses offered at the secondary level and 2,270 students the two courses offered at the college level.

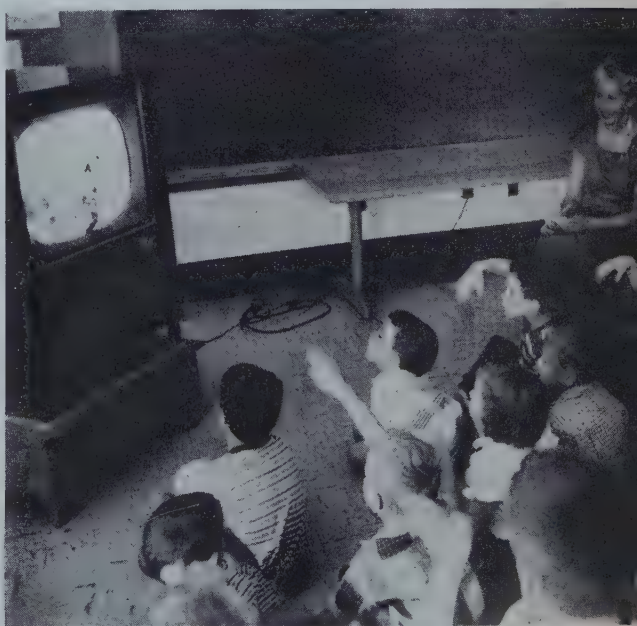
The MPATI airplane will fly at 23,000 feet over the community of Montpelier, Indiana. During the spring demonstration period, the airplane will transmit on two channels for three hours a day, four days a week. An identically-equipped second aircraft will stand by on the ground, ready to take off if the first should experience weather or mechanical difficulties. The craft will operate out of Purdue University Airport at Lafayette, Ind.

The first successful experiments in transmitting television from an aircraft were conducted by Westinghouse Electric Corporation, using a modified B-29 bomber, back in 1945-48. However, the idea of using an aircraft to televise instructional courses over a wide geographic area was conceived less than three years ago. The proposal to go ahead with such an experiment was announced only a little over a year ago—in October of 1959. Fifteen months later, the program is scheduled, literally, to get off the ground with the demonstration period, and in less than two years after the announcement a full academic year of

(Continued on page 28)



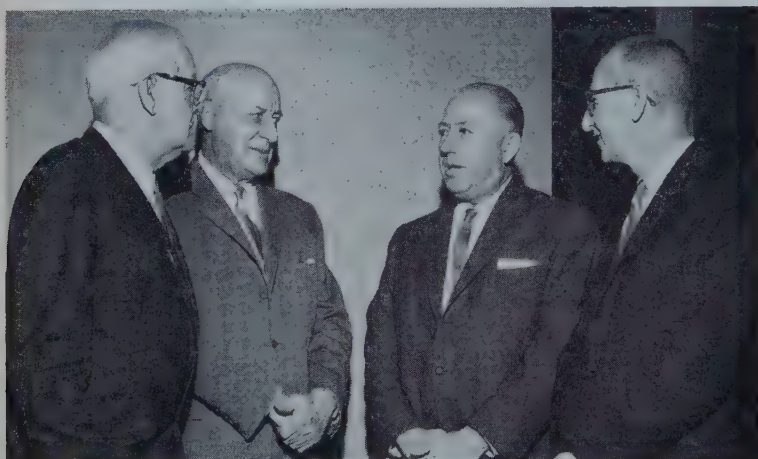
Miss Judith Waller (l), member of MPATI staff explains to TV teachers Geraldine Workman and Loretta Doyle how their lessons are recorded on video tape



The classroom teacher (background) is a key member of TV teaching team



Coins from First Commercial Bank will be bright and clean after regular baths in ultrasonic money cleaner being tested (right) by Judy Doyle and being demonstrated (above) to James M. Hurwith, assistant vice president (r). Charles N. Lipari (l), manager, Engineering Liaison for Cavitron Equipment Corp., Long Island City, N. Y., installed super-sound cleaner in bank lobby

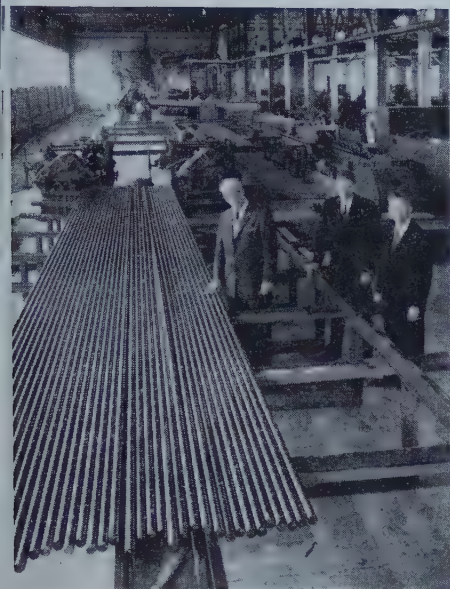


Formation of \$5 million small business investment company, first over \$300,000 minimum size in Chicago, organized to include some of city's major institutions and first to let public share ownership is announced by officers of Business Capital Corporation. Left to right are: William Kelley, Regional Director, Chicago Office, Small Business Administration; Vice Chairman of the board and director George H. Dovenmuehle, Board Chairman, Dovenmuehle, Inc.; President, J. Ross Humpreys, President, Central National Bank, and James N. Kelly, full-time officer of company as Vice President and Director. Corporation will provide equity capital, make long-term loans and provide advisory and management counsel to small business

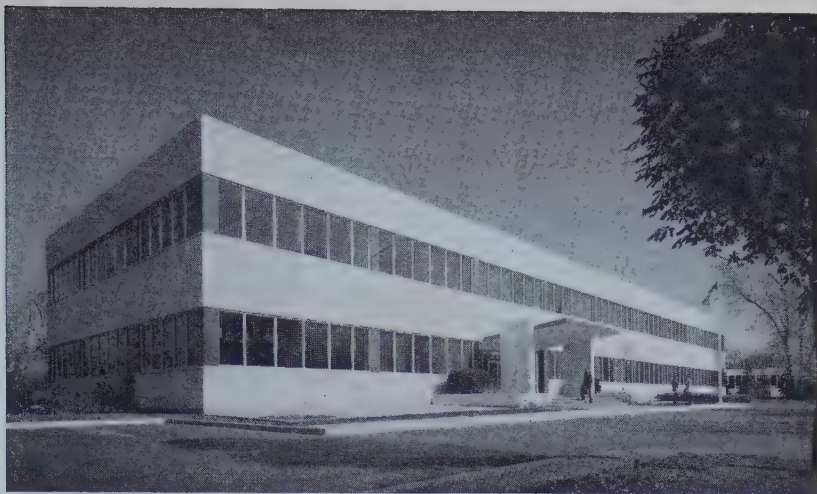


New \$3 1/2 million Hyatt-Lincolnwood Hotel to be built in suburban Lincolnwood at Lincoln and Touhy avenues. Five-story reinforced concrete structure will contain 160 rooms and shops. The inter-connected building at right will house a restaurant and coffee shop and banquet areas

Highlights



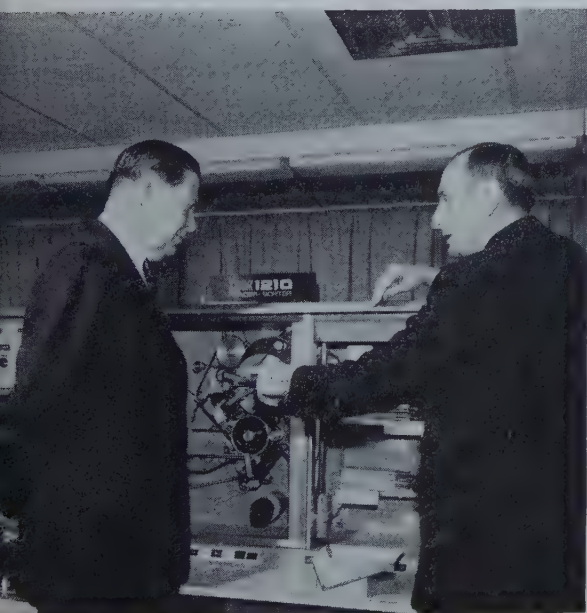
Installation of "longest, fastest, highest-producing draw bench" is key move in major expansion program quadrupling production capacity of Nelsen Steel & Wire Co., Franklin Park, Ill. Standing by 48-foot-long bars (l to r), Daniel Nelsen Sr., President, and sons Daniel Jr. and Clifford D., Vice Presidents. Draw bench is 146 feet long and is equipped with accessories another 299 feet in length. It can draw bars up to 56 feet long at velocity of 350 feet per minute



Square D Company, manufacturer of electrical distribution and control equipment, recently moved into new corporate office and research building on Northwest Highway, Park Ridge. Company's headquarters previously were located in Detroit. New building is designed to permit addition of a third floor. About $\frac{1}{3}$ of 43,000 square feet of space will be devoted to a corporate research and development program



Twenty-one secretaries to members of board of directors of Harris Trust and Savings Bank try out chairs of the "bosses" at board table. Secretaries were luncheon guests in directors' room on top floor of new Harris Bank building. Hostesses were Miss Jessamine Durante (standing, l), head of bank's women's division and her associates



Robert E. Straus (l), president, American National Bank and Trust Company of Chicago, examines an IBM 1210 Reader-Sorter, part of electronic check handling system bank will install this year in newly-leased ninth floor space. Bank has just made new 20 year lease on present quarters. Warren C. Hume (r), Midwest Regional Manager of IBM, points out how machine "reads" and sorts magnetic ink imprinted checks

Mistakes In Executive Hiring

**Many companies do not have clear-cut idea
of their needs or how to select right man**



Edwin B. Conley

By

EDWIN B. CONLEY

President, Conley Associates, Inc.

UNIT sales, said the vice president, had declined to the break-even point of about 120,000 per year, or almost a third below capacity. His family-owned, 102-year-old company needed quick rescue, he told an executive recruiting firm.

To the company's top management, the solution to declining sales seemed obvious. "Find us a good sales manager," the vice president asked, "a go-getter who can stop the slump and build back our volume."

But when the vice president was questioned, it soon became clear that management wasn't quite sure just what kind of sales manager they wanted, precisely what they expected of him, or just where he would fit in the company's family-executive structure.

The executive recruiters agreed to accept the assignment only on the basis of a thorough study of the company. The study revealed that

the company already had two reasonably good field sales managers, one for city and one for country sales. These men did not need someone to "manage" them. But the company as a whole needed an executive who could plan effective merchandising and promotional programs, who could work knowledgeably with an advertising agency, who could train and deploy a field sales force to the best advantage—in short, a marketing vice president.

The suggestion was not easy for management to swallow. No one not a member of the controlling family had ever been brought into a position of such authority. Nevertheless, to their credit—and eventual profit—the decision was made to proceed.

The responsibilities and authority of the new vice president were outlined and agreed upon; a suitable base salary was set; an incentive bonus plan was established, based on a percentage of profit above current earnings; fringe benefits were stipulated; and soon the right man was found. Today, sales, production and the new marketing vice president's income all show satisfying increases.

Know Needs

Not all such company stories lead to happy endings. Companies frequently do not get the executive they need because they don't know precisely what their needs are. Or, even if they have a fairly clear and objective understanding, they don't know how to go about selecting the right man.

Although the right executive can contribute mightily to a company's success, or the wrong one hasten its failure, there is surprisingly little

use of established principles of executive selection. Part of the problem may be the fact that executives aren't hired every day—there aren't as many opportunities to develop the skills of experience as there are in other management activities.

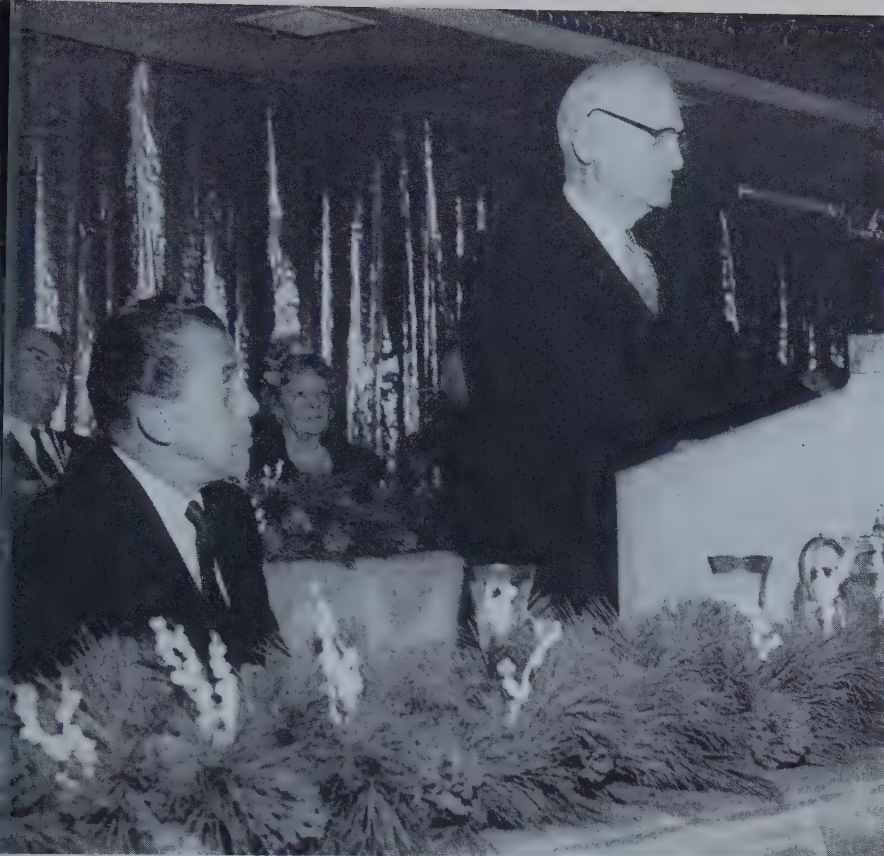
Far too many companies, for example, indiscriminately "promote from within." Certainly, promotion from within should be a first consideration when a management opening occurs. But the same standards and qualifications should apply whether the candidate is from inside or outside the company staff.

Better Morale

The fact that "Jones has been with us a long time, and his loyalty ought to be rewarded" is not enough. Jones' specific experience and capabilities must come first. It is often far better for company morale to hire an executive from outside. More men are made unhappy and unproductive by the incompetence of their superiors than by less frequent opportunities for promotion.

Purely sentimental promotion can lead to tragic results. A large corporation lost one of its most valued managers through just such an error. The man achieved spectacular results as manufacturing manager of one of the corporation's divisions. Out of gratitude, the company promoted him to general manager of his division. The vastly different type of responsibility suited neither his personality nor training. Within 18 months, his health failed. He was sent to Florida to recuperate—and never returned! A basic management mistake, unfortunate for

(Continued on page 39)



General Robert E. Wood (r), retired Sears Roebuck & Co. Board Chairman, acknowledges tribute paid him by Boys Club of America. Attending testimonial dinner was TV's Ed Sullivan (left)

By

DOROTHY McGUINN



Dr. Martin Kilpatrick, retired IIT professor, engages in research work using radioisotopes at Argonne National Laboratory

Retired ? Executives

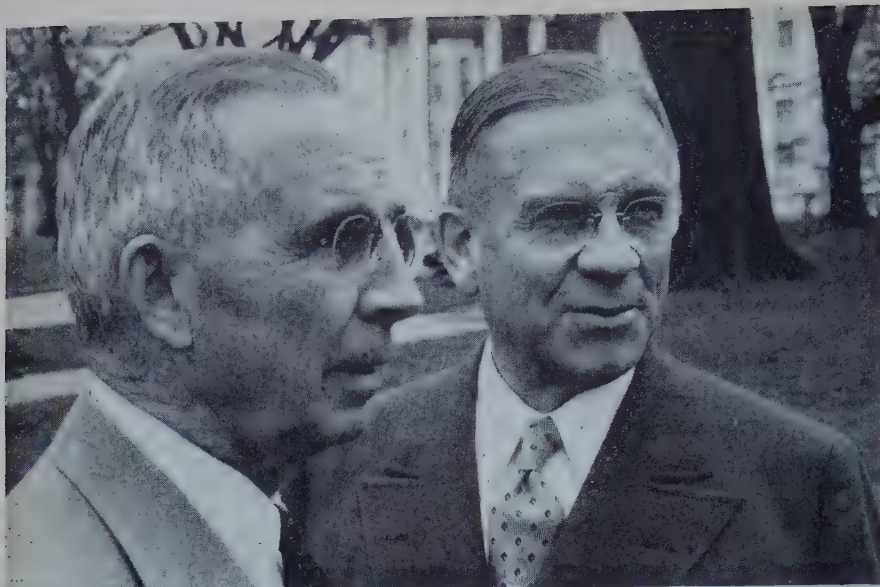
Leading Chicagoans continue to be active in business, civic affairs long after retirement

RETIREMENT years can be filled with a great satisfaction, derived from trying new fields of endeavor or devoting more time to lifelong interests, according to the records of several prominent retired Chicago businessmen and educators who have continued to serve as community leaders by remaining active in civic and industrial undertakings. No longer need the retiree dread a life of inactivity and dependence upon others, for men who have proved themselves valuable to the community or the nation are in increasing demand as leaders.

"Retirement may open up the most richly rewarding experience of a man's entire life," says retired Inland Steel Board Chairman Clarence B. Randall, 69, in a recent article entitled "The Myth of Retirement" published in December *Dun's Review and Modern Industry*. "He may now choose for himself the activities into which he will throw his energies. . . . He may now seek out the new challenges which have long been in his mind, but which have been denied him because of the pressure of his routine duties. . . ."

Clarence Randall obviously has practiced what he preaches. Since his retirement in 1956 he has served as special assistant to President Eisenhower in the area of foreign economic policy, and is currently engaged in an intensive writing career, producing books and magazine articles. In addition, he continues as a director of Inland Steel, the Burlington Railroad and Bell & Howell. Although his government work has necessitated his staying in Washington most of the time, he has traveled abroad extensively, both on government affairs and for relaxation.

There is a bonus for the retired man, Randall maintains. "The physical and intellectual activity thus generated, along with the joie de vivre which inevitably springs from it, will actually prolong his life at the same time that it deepens his satisfactions. Retirement is challenge and excite-



Distinguished service to the people of the United States has been given by the two retired Inland Steel executives shown here on the White House lawn in Washington. They are Edward L. Ryerson (l) and Clarence B. Randall



Retired Commonwealth Edison President John W. Evers contributes many talents and leadership to various civic and welfare projects

ment, not inaction; privilege, not abnegation."

Another former Inland Steel executive who has entered a life of new activity is Edward L. Ryerson, who retired as Chairman of the Board in 1953 at 65, and from the Board in 1959 under a policy he had instituted earlier, fixing directors' compulsory retirement age at 72.

Since retiring, Ryerson has inau-

gurated the largest expansion drive ever attempted by the University of Chicago, including a \$36 million fund campaign. He has fostered WTTW, and now heads the organization for National Support of Educational Television; has led the newly organized Hospital Planning Council for Metropolitan Chicago, and is chairman of the Iron and Steel Division of the National Fund for Medical Education.

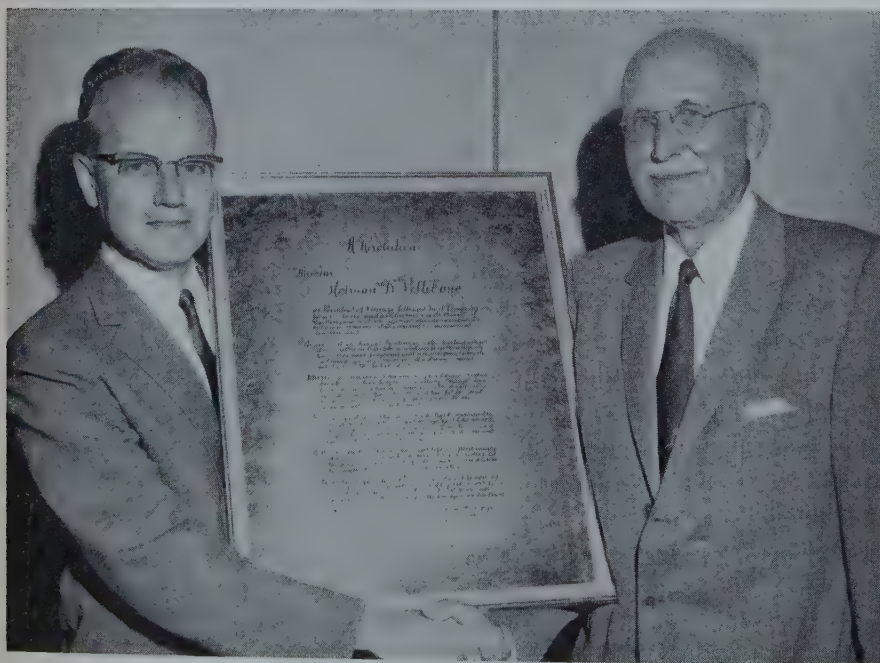
President Eisenhower appointed Ryerson to the government's Board of Consultants on Foreign Intelligence Activities in 1956. He was also chairman of the American Steel and Iron Ore Mining Delegation to the Soviet Union in May and June of 1958, and his report on Soviet progress did much to awaken the United States to the threat of Russia's industrial power.

Ryerson has become a writer, also. He received an award in Australia from that nation's Educational Foundation in 1958, in connection with the Fulbright Exchange Program, and a series of lectures he presented to Australian audiences on his trip has been published in book form.

Greater Demand

Men long experienced in civic and charitable fields find their talents in even greater demand when retirement permits them to devote more time to those endeavors. Recently honored for his contributions to American youth was Gen. Robert E. Wood, retired Chairman of the Board of Sears, Roebuck & Company.

General Wood received an accolade from the Ford Foundation for his efforts on behalf of the Chicago Boys Clubs organization at a special award dinner held in Chicago last



Holman D. Pettibone (r), retired Chairman, Chicago Title & Trust Co., continues a long and illustrious career in civic, business and educational projects. Here he receives a plaque designating him Honorary Life Member of Chicago Real Estate Board from Board President George W. Kemp, Jr. in 1959

(Continued on page 41)

(Continued from page 15)

east the wide range of industrial properties and complementary facilities which are available in Metropolitan Chicago.

In this report, industrial land developments in Metropolitan Chicago have been surveyed in order to provide a geographic and economic analysis of individual developments. Individuality among districts is the rule, rather than the exception. As a result, the following attempt to standardize criteria generalizes specifications. No attempt is made to include all of the services which can be offered by districts, desirable though these services may be. Of primary concern is that the name "Industrial District" indicates the presence of certain essentials to industry. Intimated is the prerequisite that these essentials be available before the arrival of industry, thus assuring the possibility of an immediate start on construction at the site. This is the very nature of the industrial district, or as Krebs has noted, "Perhaps the single most significant advantage offered by the industrial park [district] which can rarely be matched by the independent location, is site readiness."

Criteria For Districts

The criteria for industrial districts in Metropolitan Chicago, adopted by the Industrial Development Division of the Chicago Association of Commerce and Industry, are as follows:

1) An industrial district shall be a single tract of land which has been, or is being, developed according to a comprehensive plan with adequate control being maintained by the developers through restrictions, covenants, and zoning, so as to maintain and protect the investment of industry occupying sites thereon.

2) An industrial district will provide for a "community" of industries, rather than for a single industry. (Considering the many advantages available in an organized industrial district, there still remains need for tracts of properly-zoned land, other than districts, to accommodate single manufacturing operations. An example is found in the huge Automatic Electric Company plant, located on a 145-acre site in

Northlake, Illinois. While this site size could be made available in some industrial districts, the dollar investment in the plant justifies the cost of providing, independently, the many services necessary for its operation.)

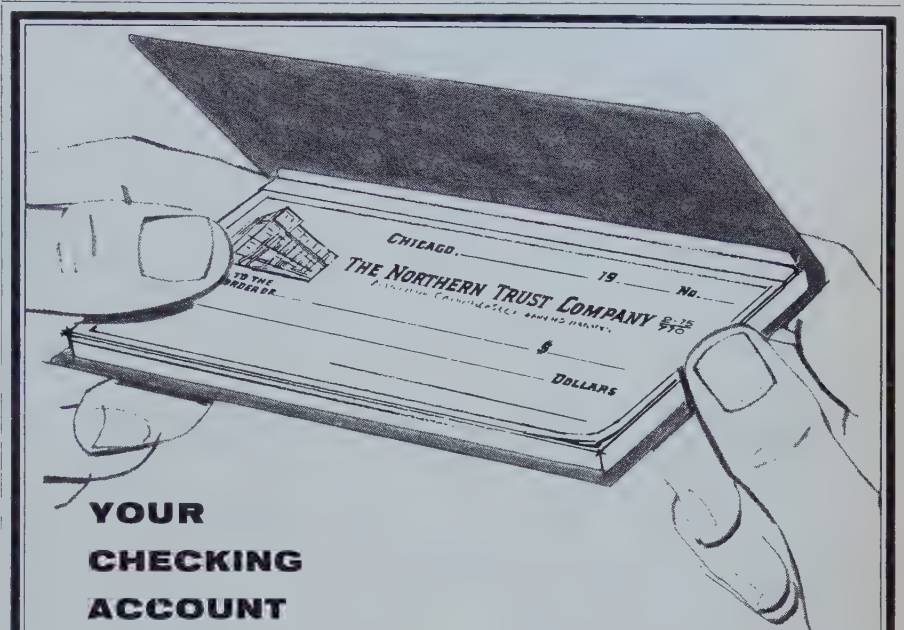
3) An industrial district will have in service, or immediately available, the following facilities: electricity; gas; paved streets; water supply; and sewage disposal. Railroad facilities are highly desirable and the site must not present a serious drainage problem.

4) An industrial district will re-

quire the following: set-backs and landscaping; off-street parking and loading; control of design and construction; screening of outdoor storage; control of fumes, odors, smoke, noise and other nuisance factors; limitation of size and number of signs; and prohibition of other than industrial buildings except in those few cases where an extraneous building is used to serve district occupants.

5) An industrial district will be serviceable, with access to one or more forms of surface transportation.

6) An industrial district will con-



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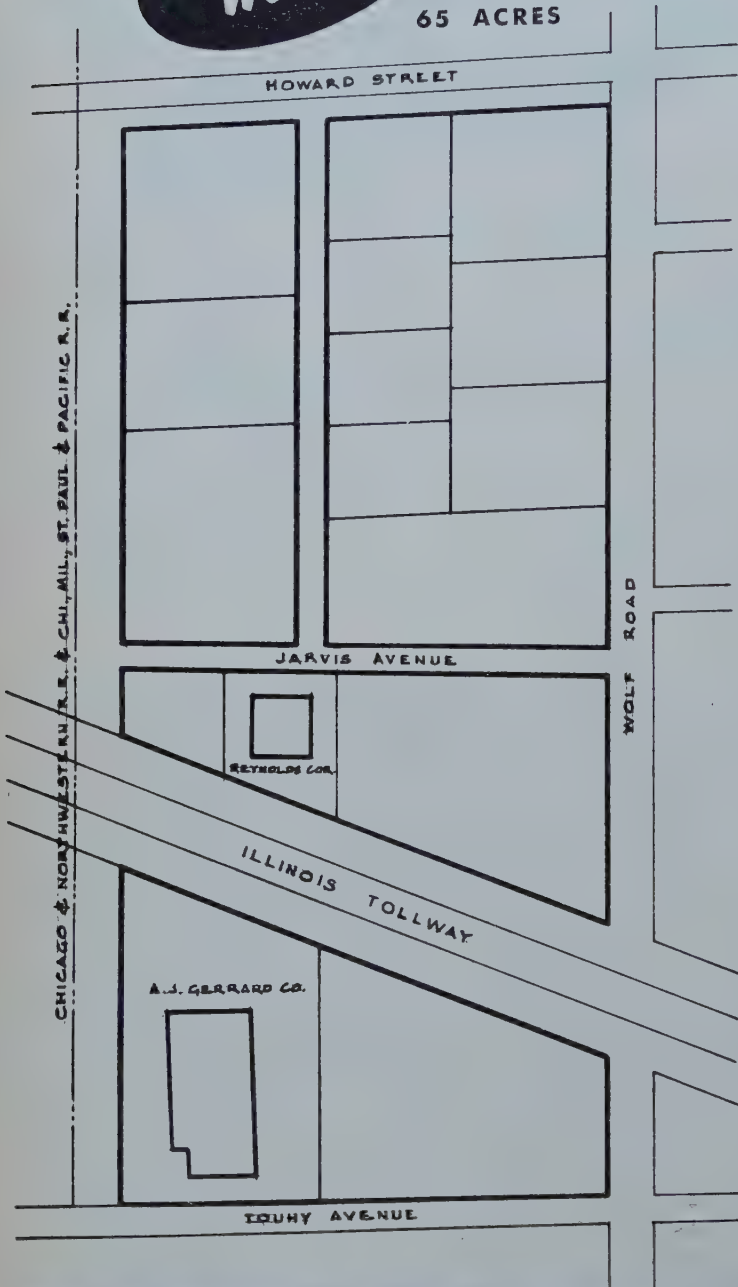
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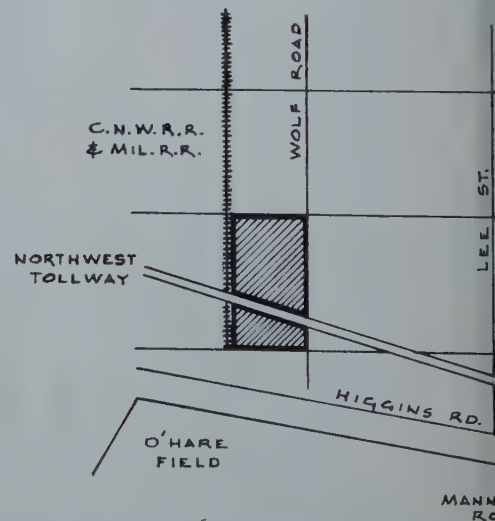
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form to all federal, state, county, township and municipal laws and codes applicable, and shall be able to provide in writing a complete list of all restrictions, covenants, and zoning laws in effect in the district.

Obviously, these criteria leave room for differences between districts. This is the case in Metropolitan Chicago since there is considerable individuality among the districts. The purpose of these criteria is not to produce, or attempt to produce, conformity, but rather to insure that a district is sufficiently sophisticated, or "mature," to warrant the serious consideration of industry.

Four Categories

Primary among reasons for the individuality of industrial districts is the difference in the method of establishment of districts. Theodore K. Pasma, in the Department of Commerce publication "Organized Industrial Districts, A Tool for Community Development," recognized four general categories of districts, each category deriving its individuality from the financing or promotional group responsible for the development. The four are the railroad district, the private district, the local community group district, and the district organized from combinations of the first three. In Metropolitan Chicago, nearly all districts

are either railroad districts or private districts.

Railroad districts are unique in that profit through the sale of land or buildings generally is not the principal motive. Instead, the railroad attempts to attract industry that will generate a profitable volume of freight. According to Pasma, "Districts owned and operated by railroads are sometimes referred to as subsidized districts since, though profit is the principal motive, a break-even on the cost of developing the area may be satisfactory in view of the future freight income generated."

The privately-owned industrial district realizes profit through the transfer, or lease, of real estate rather than through the future activities of an industry. Some private districts are run on a build-to-suit, lease-back basis, where the developer will build to his client's specifications (assuming that the building conforms to all district regulations) and then will lease the building to the customer, thus retaining ownership of the real estate. In another type of privately-owned district, the owners will build-to-suit and then sell the land and the building to the customer. In still another type of privately-owned district, parcels of land are sold and the original owner provides few, if any, additional services. In some cases, a district may

be organized as a combination of these methods.

On the accompanying chart, all the industrial districts which have replied to questionnaires issued by the Chicago Association of Commerce and Industry are listed alphabetically. Each district name is followed by a number which, when compared with the accompanying map, indicates the location of the district in Metropolitan Chicago. Following each name, there are figures, abbreviations and check marks which indicate the facilities and services available (as of October 1, 1960) in each district. Space limitations prohibit the inclusion of other pertinent data. For additional information, write or telephone the Industrial Development Division, Chicago Association of Commerce and Industry, 30 West Monroe Street, Chicago 3, Illinois (Telephone: FRanklin 2-7700, Extension 266). All inquiries will remain confidential.

Schoolhouse in the Sky

(Continued from page 19)

telecasts to schools will begin, six hours a day, four days a week.

During both periods, courses will be offered at all levels of education. By using two transmitters, MPATI will be transmitting, for example, an art course to one grade level and at the same time a science course to another grade level. Eventually, according to Ivey, the airplane may be transmitting as many as six courses simultaneously.

The scope and the ultimate potential are substantial, for the experiment will affect thousands of schools and millions of students. Its total cost will run to approximately seven and three-quarter million dollars. Why is such a vast experiment being undertaken at this time?

According to Ivey and other MPATI staff members, the flood of statistics on trends in school enrollments should have alerted most of us to the crisis faced by education in the next decade and for many decades to come. There has been an increase of ten-million in the school population in the last ten years and it is growing now at the rate of nearly two million more every year. Colleges face the prospect of dou-

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and trebled enrollments in the next ten years and the tidal wave of children descending upon kindergarten at the other end shows no signs of receding.

We are spending at a record rate to accommodate these children — something like \$12 billion a year compared with \$2.5 billion a year only a decade and a half ago—and most of this is going, not for improvement, but simply to prevent any erosion of our educational systems. According to MPATI, we cannot keep up with the demand for qualified teachers. If all the graduates of liberal arts colleges were to enter the teaching profession in 1970, we still would not have enough qualified teachers to take care of the expected number of elementary and secondary pupils at the teacher-pupil ratios generally in effect today.

"Something has to give," says Ivey. "Unless we try some other approaches to this 'numbers game,' the thing that will give is quality. Quality will deteriorate into mass mediocrity. At best, it will stand

still at a time when ever-greater quality in education become essential in our increasingly complex world.

"Only a fundamental breakthrough in education, as sweeping as past break-throughs in science, in industry and agriculture, can provide the boost in educational quality that is needed, all across the curriculum and all across the country at a cost that is attainable."

Develop Innovations

Television, Ivey says, represents one powerful new tool which can help schools and colleges develop these innovations. Like movable type and the printed page, however, television is simply a medium of communication. Its utility to education will depend primarily on how wisely it is used, on the quality of what is communicated and how television is integrated with other learning experiences in the school.

"Fortunately," the MPATI president said, "thanks to the Ford Foundation and a few other gener-

ous donors and hundreds of creative, hard-working and ingenious educators and technicians, we have had some experience in this country with the use of television in education, most of it within the last ten years."

There are now 50 educational television stations dotting the map of the United States. There are 150 closed-circuit TV systems in the schools. Some 240 colleges and universities are offering credit for courses taught by means of television. More than 7,000 public schools make use of ETV. Approximately 440,000 students are rousing themselves from bed in the mornings to watch Continental Classroom. In all, it is estimated that more than 4 million school and college students are getting part of their education through this medium. Is it effective? The evaluation of those who have watched the experiments closely is that in some subject-matter areas the TV students are outperforming control students in classrooms by better than three to one.

TV teaching is effective, if properly used, says the MPATI president.



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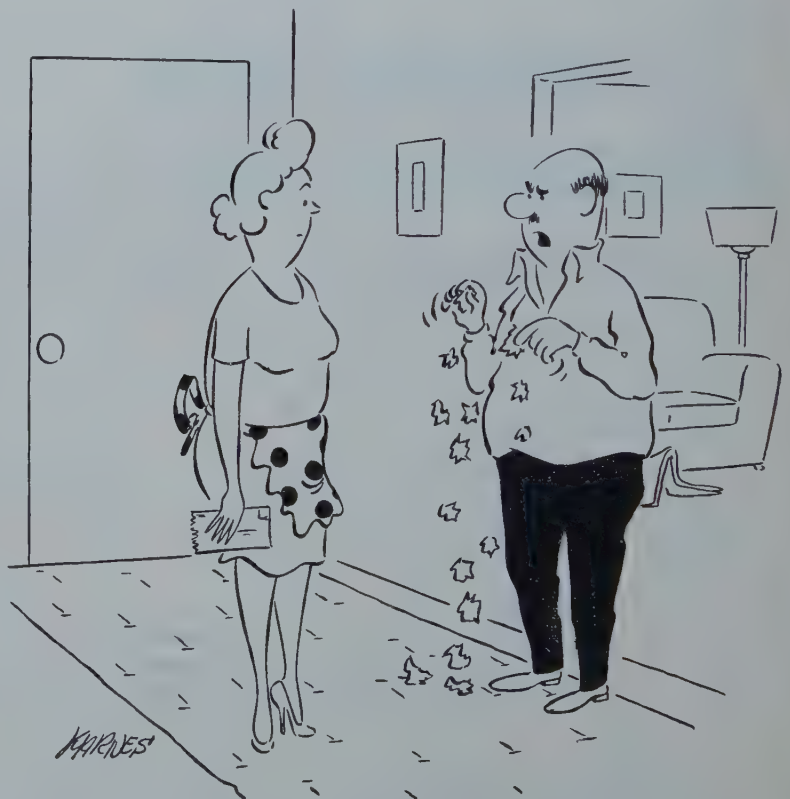
The lessons to be beamed from the airplane will not occupy the full classroom hour. At the elementary level, each lesson will last 20 minutes. At the secondary and college level, 30 minutes each. This will allow time for classroom teachers—assisted by course outlines and study guides provided by MPATI to supplement their own materials—to use the subject matter presented as a springboard for developing new ideas, introducing new areas of interest or in other ways that would be profitable. The classroom teachers can use the non-TV time to work either with slower students or with the gifted.

The classroom teacher, is, in fact, the key to the successful carrying out of the airborne program. That is why the program brought together some 3,000 classroom teachers at a series of workshops at 19 colleges and universities last summer — to assist them in their use of this medium and to get their advice and ideas on how it can be integrated into their work. Many times that number of teachers are expected to attend an even more intensive series of workshops next summer.

"As the airborne TV program matures," says Ivey, "we expect to

see a closely-knit teamwork develop between the classroom teacher and the teacher who appears on the TV screen. The on-screen teachers employed by the airborne program are among the best available in the nation. They were located through a nationwide teacher-talent search—an appeal that went out to school superintendents, principals, school boards, education and educational TV specialists all over the nation. The search yielded some 300 applicants who sent auditions, or filmed sample lessons, to MPATI's viewing room at Purdue University.

"These films and volumes of printed background material on each teacher were assessed by a TV Teacher Screening Panel consisting of top educators, curriculum and subject matter specialists, educational TV experts and others from school systems in the Midwest. From the 300 applicants, about 80 were selected as qualified. The list of 80 was further refined to 22 who were approached to enter the program. From the 22, a total of 17 were finally selected to prepare and produce the first courses for airborne. It is doubtful that any single school system could have gone through this process. And, if they



"As of now, Junior has also flunked the subject of Writing Home for Money."

ad, it is highly unlikely that they could afford to employ these teachers, most of them with several years of experience in television," Ivey said.

Why an airplane for TV transmission? A ground-based television station radiates a signal with a radius of 50 to 60 miles. By elevating the TV station a few miles above the earth, its geographic coverage is greatly expanded. At 23,000 feet, the MPATI transmitters are expected to reach out 150 to 200 or more miles. This makes televised instruction available to a large majority of school children beyond the telecasting limits of a ground-based educational television station, particularly in small towns and rural areas where educational help is most needed.

Secondly, a ground-based station, operating on one channel, can provide only 12 half-hour units of instruction in a six-hour school day, enough for only one-half hour per day at each grade level. A ground-based closed circuit system can increase the number of channels, but the cost is prohibitive when the

students to be served are in classrooms which are widely dispersed geographically. This difficulty is overcome when the multi-channel system — starting with two channels and containing the potential for six channels — becomes airborne. Such a system ultimately can provide 72 separate half-hour units during a six-hour school day, enough to cover a considerable portion of the entire curriculum of a school system at all grade levels.

Economically Attractive

The geographic spread and the multiplicity of subject matter are what make the airborne project economically attractive. It has been estimated that on a long-run basis, this program could be operated at a practical minimum cost of about \$2 million annually. If one million students, a fifth of the potential, used the program, the cost would come to two dollars per student per year. If all five million students used the program, the cost would drop to only 40 cents per student per year.

Added to this, of course, is the

cost of installing the necessary receiving equipment in the schools, which they must bear. Cost to a school equipping five rooms with TV sets, plus the antenna and distribution system runs to approximately \$500 per room.

Despite its gadgetry, the Midwest Program on Airborne Television Instruction is a serious and responsible venture in education conducted by serious and responsible men. Its governing council is headed by Dr. Samuel M. Brownell, superintendent of schools of Detroit and former U. S. commissioner of education. The other members of the council are nationally prominent educators, industrial executives and lay leaders from the Midwest interested in the field of education.

The staff, with headquarters at Purdue University, is headed by Dr. Ivey, consultant to the president of Michigan State University and formerly executive vice president of New York University. He is considered an expert on interstate cooperation in education.

Assisting the staff is a wide variety of committees, including a special

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advisory committee made up of the six chief state school officers, a general advisory committee, an advisory committee on higher education, one on curriculum policy and planning, a committee on TV receiving equipment, a technical advisory committee and others, adding up to a small army of professional educators and technical experts. Then there are area committees, each headed up by an area coordinator, who operate out of 19 cooperating colleges and universities in the six-state region. Their purpose is to help the schools to equip themselves for the program, assist the teachers in preparing for the TV lesson telecasts, work out evaluation techniques and inform the citizenry at large about the aims and methods of MPATI.

In the Chicago area, heading the Tri-County ETV Council of the Illinois Association of School Boards (Cook, DuPage, Lake and portions of Will), is Henry Hoppe, Assistant Superintendent of Cook County Schools. County Superintendents Noble J. Puffer of Cook and Roy De Schane of DuPage are among the enthusiastic local supporters of the

program. Represented in the Tri-County Council are 65 districts. According to Hoppe, geographical representation of schools planning to receive the demonstration in Cook County is very broad, with many Du Page and several Lake County schools also participating. "The contribution of local businessmen to the experiment is highly gratifying," Hoppe said. "In many cases, distributors are lending receivers to schools to help them evaluate the program during the demonstration period."

Re-telecast on WTTW

Chicago's educational station, WTTW, Channel 11, will re-telecast practically all of the lessons transmitted by MPATI on VHF channel 76, with the exception of selected lessons from channel 72, Hoppe said, in response to the majority wish of the schools participating. Hoppe pointed out that WTTW cooperation will enable local schools to experiment with the MPATI lessons at low cost without modifying present UHF TV sets for VHF reception of channels 72 and 76 used by the

aircraft. Further, parents and interested Chicago executives thus will have an opportunity to view the programs on their present sets and assess the program for themselves. Careful professional plans are now being made to evaluate all major aspects of the program, educational and technical, so that when the experiment concludes its first full academic year of telecasting its success may be measured.

MPATI points out, however, that the project cannot wait until June, 1962 to begin preparations for its continuation on a long range, permanent basis. One of the aims of MPATI is to develop, during the short lifetime of the experimental phase, the machinery and planning necessary to enable localities and states to take over management and financing of the project.

What form a permanent organization might take is still in the discussion stage. It may require a voluntary association of school boards in the six states; it may require enabling legislation setting up some kind of interstate agency to

(Continued on page 44)



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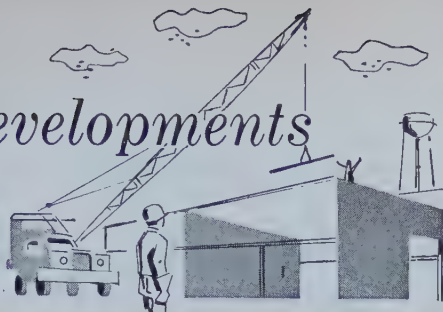
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Industrial Developments

IN THE
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INVESTMENTS in industrial plant facilities in the Metropolitan Area of Chicago announced in December, totaled \$6,363,000 compared to \$10,16,000 announced in December, 1959.

The dollar volume of programs for plant investments announced during each of the past twenty-one years, including 1960, is shown below:

1960	\$ 223,582,000
1959	332,064,000
1958	198,930,000
1957	251,414,000
1956	562,479,000
1955	554,967,000
1954	231,683,000
1953	141,902,000
1952	219,338,000
1951	401,586,000
1950	325,347,000
1949	102,777,000
1948	156,279,000
1947	181,297,000
1946	184,488,000
1945	143,118,000
1944	80,808,000
1943	162,239,000
1942	461,545,000
1941	312,592,000
1940	122,835,000
11 year total	\$5,351,270,000

Projects included are construction of new plants and plant additions, purchases of land for future industrial construction and acquisition of existing buildings for industrial uses.

Sweetheart Paper Products Company, 3629 S. Loomis place, has acquired the four-story industrial building situated on approximately three acres of land at 3739 S. Ashland avenue for its expanding operations in the Central Manufacturing District. The firm also has a plant at 3657 S. Ashland avenue where it produces paper cups and drinking straws. The newly acquired building contains 320,000 square feet of

floor space. Arthur Rubloff and Company, broker.

• **International Paper Company**, 5133 W. 65th street, Bedford Park, is preparing for the construction of a new 285,000 square foot office, factory and warehouse facility in the Northlake Industrial District. The new plant will be utilized for the company's corrugated container operations. The structure was designed and will be constructed by Ragnar Benson, Inc.

• **Edwards and Deutch Lithographing Company**, 2320 S. Wabash avenue, is in the process of moving to a new location at 4633 W. 16th street, Cicero. The Cicero plant is a combination one-story factory and two-story office building of 103,000 square feet of floor area. The plant was formerly occupied by the Sola Electric Company. An additional 65,000 square feet of vacant is available on the property for possible future expansion.

• **The Stiffel Company**, 525 W. Superior street, is adding 39,000 square feet of floor space to its plant, where the firm manufactures lamps and lamp shades. A. Epstein and Sons, Inc., architect; Roberts, Lang, Gray, Inc., construction.

• **Silver Burdett Company**, publishers of textbooks at 4700 Chase avenue, Lincolnwood, is currently erecting a warehouse addition to its plant. The addition is for 22,000 square feet of floor area and is being designed and built by J. Emil Anderson and Son.

• **Durkee Famous Foods Division** of the Glidden Company, 2333 W. Logan boulevard, has a new plant of 24,000 square feet of floor area

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now under construction. The plant is being erected on an 184,000 square foot site, which will allow for anticipated future expansions. The structure was designed by Quinn and Christiansen and Enger Brothers is handling the construction.

• **S & C Electric Company**, 4435 Ravenswood avenue, has acquired a 33,000 square foot building and two acres of land adjacent to the Ravenswood plant at 6601 N. Ridge avenue. The firm plans extensive modernization of the structure before utilizing it for manufacturing and warehousing operations. S & C is a well known manufacturer of high voltage switchgear for electric utilities, industrial plants and commercial buildings. The property was previously occupied by Ridgecraft Corporation.

• **Feldeo, Inc.**, 1505 W. Leland avenue, is currently constructing a 16,000 square foot addition to its warehouse at 4624 Greenview avenue. The firm produces leather ringbinders. Comm, Comm and Moses, architect; general contractor, Filmore Construction Company.

• **DuPage Die Casting and Fabricating Company, Inc.**, 8049 Ridgeway avenue, Skokie, recently broke ground for a new 13,000 square foot plant on Grosse Point road near Lehigh road, Niles. The new facility is scheduled for completion in the spring of 1961. Peterson and Wengert designed the structure and construction is being handled by C. A. Tharnstrom and Company.

• **Triangle Container Corporation**, 1501 W. 15th street, is nearing com-

pletion of its rehabilitation of the former C. & N. W. locomotive repair shop at 4342 W. Ohio street after eighteen months of revamping alterations. The firm is in the process of relocating its entire corrugated box operation in the 60,000 square foot renovated building.

• **Don Pasquale Foods, Inc.**, a newly formed pizza product company, is currently establishing production operations in a new plant at 4640-50 Flournoy street. Midwest Cheese Company, 914 S. Western avenue, an affiliated company, will also relocate at the new address. The 10,000 square foot structure was designed by Edward Blicharski and Stevens Construction Company handles construction.

• **Metal Trees Corporation**, 1801 W. Diversey avenue, will relocate its operations at 1511 W. 37th street in a 55,000 square foot, two-story and basement building. The building will be used by the firm for the manufacture of aluminum Christmas trees. Brokers, Davis, Pain and Company and Howard Kaplan.

• **General Hardware Manufacturing Company**, 332 N. Western avenue, is scheduled to relocate about May, 1961, in a new plant of 10,000 square feet now under construction at 119 Bond street, Elk Grove. The company manufactures threaded rods, screws and studs. Architect, Irving M. Addis; general contractor, Missner Construction Company.

• **The Glidden Company** is completing preparations for the early 1961 construction of a Branch Center for the firm's Midwest Trade Sales operations to be located at Howard and Milwaukee avenues, Niles. The new Branch Center will handle distribution of the firm's products for the North and Northwest Chicagoland area. The new structure will contain 8,000 square feet of floor space. Architect, Peter J. Nitto; general contractor, Carl Johnson.

• **Dynamic Screw Products, Inc.**, 156th and Vincennes road, Harvey, has a new plant of 6,000 square feet now under construction and nearing completion. The firm expects to transfer its screw machine products operations to the new location at

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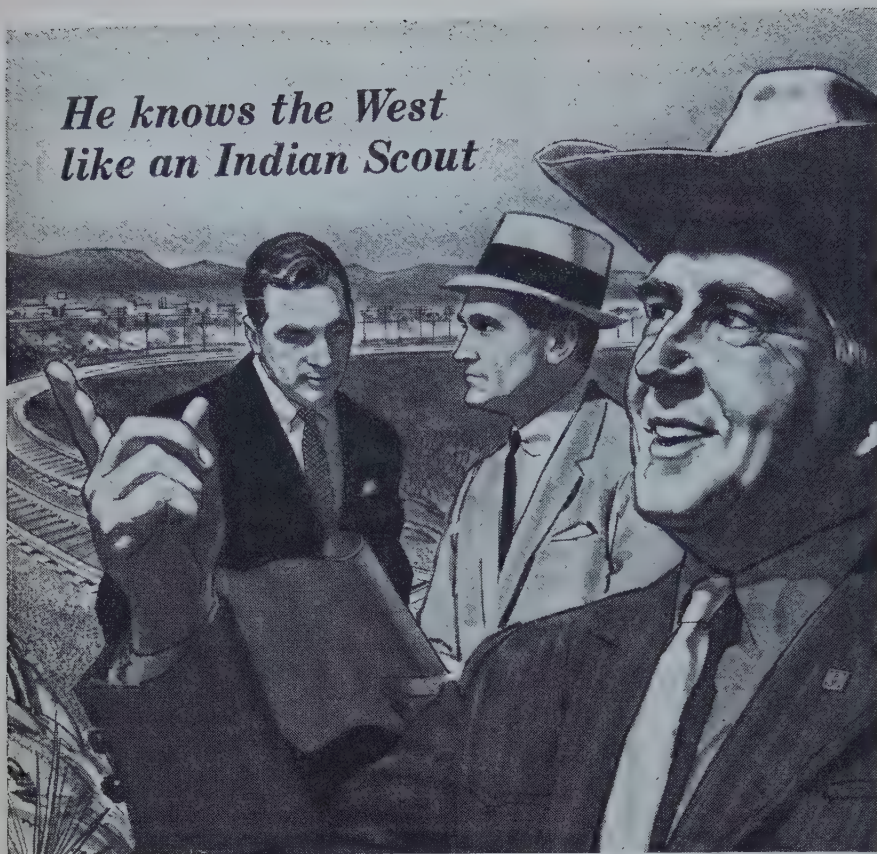
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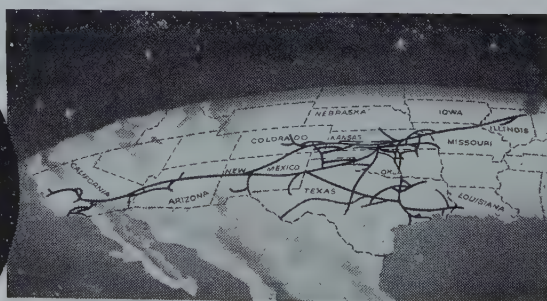
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14020 Stewart avenue, Riverdale, in the very near future. Design and construction is being handled by the South End Engineering Company.

- **Lov-Lok Form and Hardware Company**, 9215 Cherry street, Franklin Park, is having a new production building erected next door to its plant for the expansion of its construction forms and related hardware operations. The new structure will contain 5,000 square feet of floor area. Architect, Robert C. Swanson; general contractor, Zeman Construction Company, Inc.

- **Shamco Tool Company**, 3743 N. Kedzie avenue, has under construction a new plant of 3,000 square feet at 4569 N. Pulaski road, where the firm plans to relocate in the spring of 1961. The firm manufactures cutting tools. Architect, A. Kirschenbaum; general contractor, Construction Service Systems.

- **Towmotor Corporation**, a well known producer of towing and lift truck vehicles, will relocate the firm's sales and service operations, now at 2940 E. 96th street, in a new building under construction at 10910 S. Langley avenue. The 16,000 square foot structure was designed by Dickerson and Cain and is being constructed by Brookport Builders.

- **Western Engine Company**, Berwyn, is constructing a new office and warehouse building of 15,000 square feet in Broadview. The company is a distributor for the Detroit Diesel Engine Division of General Motors Corporation. Architect, Busche and Markson; general contractor, A. Mourek and Son, Inc.

- **Process Gear Company, Inc.**, recently announced the purchase of a one-story building of 28,000 square feet with additional vacant land at 3427 N. Kimball avenue, where the firm will relocate its operations after the remodeling has been completed. The firm is a manufacturer of all types of gears.

- **Elgin Syringe Corporation**, 156 S. Melrose avenue, Elgin, is constructing a new one-story 10,000 square foot building in the vicinity of its present establishment for expansion of the firm's manufacturing

(Continued on page 45)

Transportation and Traffic



THE Interstate Commerce Commission, by order in I & S 7505, suspended a tariff filed on behalf of the eastern railroads proposing the establishment of charges for pick-up and delivery service on less carload and any-quantity shipments. The tariff, slated to become effective December 23, 1960, would cancel free pick-up and delivery service at many points served by the eastern railroads and provide as an alternative a basis of charges for performing the service ranging from 20 to 60 cents per 100 pounds. On a shipment from Chicago, Illinois, at which the proposed pick-up charge is 60 cents, to Cleveland, Ohio, at which the proposed delivery charge is 50 cents, the through door-to-door rate on a less-than-carload shipment would be increased \$1.10 per 100 pounds. The Chicago Association of Commerce and Industry in a petition requesting suspension of the tariff said: "The proposal of the carriers to assess a charge of 60 cents per 100 pounds for pick-up and delivery service performed at Chicago, Illinois, and for the same carriers to assess a lesser charge or no charge at all at competitive points in the territory is unjustly discriminatory and unduly prejudicial and preferential in violation of Sections 2 and 3 of the Interstate Commerce Act. Shippers and receivers located at Chicago, Illinois, are in direct competition with shippers and receivers located at such points as Peoria, Illinois; Bloomington, Illinois; St. Louis, Missouri; Joliet, Illinois; Indianapolis, Indiana; Cleveland, Ohio, and many other stations at which the eastern railroads will continue to provide a pick-up and delivery service either without charge or at charges substantially lower than that proposed at Chicago. This discriminatory situation would place Chicago shippers and receivers at a

distinct disadvantage in competing with shippers and receivers located at other points in Official Territory." The petition also points out that the western railroads will continue to perform pick-up and delivery service without charge and that this will result in "numerous instances where charges on a shipment from Chicago, Illinois, to destinations in Official Territory will be substantially higher than the charges from more distant points west of Chicago."

• **Recommend Change in Divisions of Revenue on Rail Transcontinental Traffic:** A new schedule for division of revenue on railroad transcontinental traffic has been recommended by Interstate Commerce Commission Examiners Howard Hosmer and Oren G. Barber. The report, issued after a five-year investigation, proposes to give the eastern and midwestern railroads a greater division of the through joint-line revenue at the expense of the far western railroads. Presently, on a movement over one of the principal routes between New York and San Francisco the eastern roads get 27.5 per cent of the revenue, the midwestern lines 12 per cent, and the western lines 60.5 per cent. The examiners recommend that on this movement the eastern lines' revenue be increased to 32 per cent, the midwestern lines' to 13 per cent, and that the western lines' revenue be reduced to 55 per cent. The total revenue involved in the case amounts to about \$1.5 billion a year. The southern railroads were not involved in the proceeding.

• **Airlines Adopt New Code of Ethics on Advertising:** Adoption of a more explicit advertising code of ethics was announced by the U. S. scheduled airlines. The action was



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taken by the Air Conference of America, composed of the traffic and sales officials of the nation's leading scheduled airlines. The Conference is a division of the Air Transport Association of America. "The code is designed to assure the highest ethical standards in advertising," says John A. Lundmark, executive secretary of the conference and assistant vice president-traffic of the A.T.A. The code, which will become effective shortly after the first of the year, sets forth criteria for claiming the "fastest" service or "lowest" fare over competitive routes. Other refinements over the previous code include specific terminology for describing turbine-powered aircraft in advertising. For example, used alone the word "jet" shall apply only to "pure" jet aircraft, whereas turbine-powered propeller airlines will be called "jet prop" or "prop jet" or "turbo prop." The airlines also agreed to show propeller "traces" when showing a prop jet or piston-engined propeller aircraft in their ads.

• **Hearing on Reduced Free Time at Ports Postponed:** The Interstate Commerce Commission has postponed the hearing in Ex Parte No. 223, Sub. No. 4, Reduced Free Time

at Ports, from December 20, 1960, to January 31, 1961. The hearing will be held in Washington, D. C., before Examiner Boat. The subject embraces the proposal of the railroads to reduce the free time for unloading cars at ports to five days.

• **Hearing on Petitions to Enlarge Chicago Commercial Zone** Concluded: Hearing on the petitions to enlarge the Chicago Commercial Zone to include the villages of Elk Grove, Bridgeview and Hickory Hills, Illinois, concluded on December 7. The three-day session was held in the Midland Hotel, Chicago, before Interstate Commerce Commission Examiner William E. Messer. The Bridgeview and Hickory Hills phase of the hearing was concluded early the first day after petitioners declared that the extension of the zone to include these villages was solely for the purpose of interchanging freight having a prior or subsequent movement by truck. Two of the motor carrier petitioners propose to erect new terminals in the area. Construction of a large interchange terminal is also contemplated. A motion requesting a separate report and order in connection with Bridgeview and Hickory Hills is pending before the

Commission. Witnesses supporting the petition to add Elk Grove to the Chicago Commercial Zone included the village president and numerous representatives of industries located in the village. This petition is opposed by 37 motor carriers. Briefs in the proceeding are due February 6, 1961.

• **I.C.C. Exempts Motor Carriers in Hawaii from Regulation:** The Interstate Commerce Commission, by order in Ex Parte MC-59, granted exemption from regulation under the Interstate Commerce Act to motor carriers operating in the state of Hawaii. "Considering all factors," the commission said, "we are persuaded that the exercise of our jurisdiction in the regulation of Hawaiian motor carriers, whose operations in large part might well be characterized as in the nature of pickup and delivery (particularly as to inbound traffic, a large portion of which comes to rest at ports), would amount to unwarranted federal regulation of a stub-ended, essentially local operation, for no useful purpose. There is little, if any, substance of record indicating that either safety or economic conditions are such as to require federal regulation. . . ." A dissenting report written by Commissioner Murphy and joined in by Commissioners Tuggle and McPherson, said that if the situation in Hawaii is "so unique as to require the application of different principles than apply in other states and if the present law is to this extent outmoded, I submit that it is within the province of the Congress to legislate and not this Commission."

• **REA Express Files 20c Per Shipment Increase:** Tariffs have been filed with the Interstate Commerce Commission by REA Express (formerly known as Railway Express Agency) increasing rates on less carload traffic 20 cents per shipment effective January 5, 1961, William B. Johnson, president of REA Express, said the action was necessary due to increased wage rates, payroll taxes and fringe benefit costs under recent labor contracts.

• **Midwest Motor Carriers Approve \$1.00 per Shipment Surcharge:** The General Rate Committee of Middlewest Motor Freight Bureau has adopted a proposal to amend all

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tariffs by adding an additional charge of \$1.00 per shipment and concurrently to cancel the present 1-cent per shipment charge. In addition, class rate tariffs would be amended by increasing the minimum charges as follows: Increasing the class 100 minimum charge factor by 10 per cent, plus \$1.50 per shipment, with a flat minimum charge of \$4.00. An exception would be made for class 35 where the flat minimum charge would be increased to \$4.00 and the per shipment charge to \$1.00.

I.C.C. Reopens Eastern Territory Iron and Steel Rate Cases: The Interstate Commerce Commission, on its own motion, has reopened for further oral hearing three proceedings involving iron and steel rates of railroads and common and contract motor carriers in eastern territory. In an earlier order, which has been stayed pending court review, the Commission prescribed minimum rates for the common and contract motor carriers, but left the rail rates undisturbed. The reopened proceedings are MC-C-1510, Iron

and Steel Articles—Eastern Common Carriers; MC-C-1629, Iron and Steel Articles—Eastern Contract Carriers, and No. 31487, Iron and Steel Articles, Eastern Territory.

• **Landis, Former C.A.B. Chairman, to Study Transport Agencies:** President-elect Kennedy has announced that he has designated James M. Landis, former chairman of the Civil Aeronautics Board, to make a study of federal regulatory agencies "with a view to maximizing the effective dispatch of their business." Mr. Landis, a New York lawyer, is also a former member of the Securities and Exchange Commission and former dean of the Harvard Law School.

• **Motor Carriers' Unloading Charges at Atlantic Ports Suspended:** The Interstate Commerce Commission, by order in I. & S. M-14010, Unloading Charges at North Atlantic Ports, suspended tariffs published by the Eastern Central Motor Carriers Association and two individual truck lines proposing to establish new or increased charges for unload-

ing export, coastwise or intercoastal shipments at North Atlantic ports. The suspended charges are 16 cents per 100 pounds on less truckload and any-quantity shipments and 13 cents per 100 pounds on volume or truckload shipments. The minimum unloading charge would be \$2.00 per shipment.

Executive Hiring

(Continued from page 22)

the company, proved disastrous for the man.

A contrasting example comes from a large trade association, whose executive director retired. Professional aid in finding a replacement was enlisted by the field secretary, himself a highly capable, 45-year-old man with 10 years' experience in his post. To appraise association morale, this executive was asked bluntly what his reaction would be to a new executive director recruited from outside. He admitted he aspired to the top job. But when he learned who was being considered, he vol-

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untarily helped persuade the candidate to accept. The results have been highly gratifying—an outstanding man as executive director, ably assisted by a competent field secretary who respects the abilities of his superior.

So-called "star salesmen" provide numerous examples of the headaches that can accrue from failure to critically analyze possible promotions from within. Top salesmen frequently are promoted to managerial positions, with extremely varied results. The administrative detail, the budgetary and marketing considerations which are the sales manager's lot do not always suit the temperament of a super-salesman who enjoys the personal, face-to-face challenge of persuading customers to sign on the dotted line.

Train Salesmen

Good salesmen often do make good managers, but they should first be trained and tried out in smaller administrative responsibilities, and their performance closely evaluated. Management needs to remember that the top job not only is bigger—it also is different.

But whether executive candidates are sought from within or without existing staff, experience has evolved some basic recruiting principles that can help avoid costly mistakes:

1. Organizational chart. A surprising number of companies, both large and small, have no clear picture of who is responsible to whom, or how the functions and duties of management are structured. An accurate and realistic organizational chart enables management to peg exactly where a new executive would fit, to whom he would report, and who would be his subordinates. The chart also reveals promotional possibilities, or how the job could be enlarged to justify future increases in salary or rank. An important side-benefit of an up-to-date organizational chart is the reduction of "office politics" stemming from fuzzy lines of authority and responsibility.

2. Clear job descriptions. No company buys a \$20,000 piece of equipment without studying its purpose and specifications, and, therefore, the offerings of competing suppliers. Yet an even more costly executive, whose decisions help determine the company's success or failure, often is hired without "job

specifications;" that is, with no clear and exact picture of functions and concomitant qualifications.

A detailed job description will reveal requirements for candidates more accurately. Management then can hope to hire the very best qualified man available, and help him succeed in keeping his duties clearly defined and realistic.

3. Specific information about the job. If management wants the best men, not those who are merely adequate, it must be prepared to answer frankly a number of specific questions. These include:

Why is the job open? A smart candidate will want to know what happened to his predecessor. If he was released, what did the company expect from him that he couldn't, or didn't, produce? If he left for another post, why wasn't the company able to hold him?

What are the real requirements of the job? If the organizational chart is accurate, it will indicate what performance will be expected of the candidate. While management has a right to set high standards, it must be sure they are truly achievable. For example, it is unrealistic—and courting failure for both management and the new executive—to expect production economy with antiquated equipment which management refuses to replace. It's wishful thinking to expect a new sales manager to boost sales 100 per cent on a basically bad product no one wishes to buy—yet a startling number of sales and marketing executives are asked to do just that!

What are the opportunities for the future? Remember, the candidate's sights are set 10 years ahead: he wants to know what he'll be doing and earning at that time. Able men usually aren't knocking down doors to join another company—they're probably well-treated where they are. A firm that's recruiting has a selling job to do, and may have to offer more than was originally anticipated. Quite often, too, factors other than money provide the inducements that lead a man to accept a new post.

4. Interviewing the candidate. The number of persons who are to interview candidates should be limited, and the job requirements should be discussed with them in advance. Too many interviews can lead to confusion, as does ignorance

of the qualities being sought. When those conducting interviews know exactly what to look for, they'll be less influenced by subjective reactions to the color of a candidate's tie or the cut of his suit.

All management representatives conducting interviews should be prepared to express sincere interest, if they feel the candidate warrants it. A surprising number of men come away from first interviews with absolutely no clues to the impression they've made. Such a man may accept a less attractive offer elsewhere, simply because the other company says promptly, "you look like what we want!"

Nothing is more important to a company than to select its top executives with care, for the quality of leadership can be decisive. Much of the risk can be removed from hiring if it is accorded the same thought and organization that go into other management functions.

The complex demands of today's business and industry mean that one able man at the helm no longer is enough. As a Chinese proverb says, "Behind an able man there are always other able men"—an important part of modern management's job is to find them.

Retired? Executives

(Continued from page 24)

November. The dinner was attended by over 1,000 local business and civic leaders. Former President Hoover's recorded message praised the General as "a great leader, a great military administrator, and a great statesman. There is no one in the whole United States who more deserves a tribute from his fellow men than does General Wood. America is a better place because of him. Millions of boys became better men because of him."

Currently honorary Chairman of the Board of the Chicago Boys Clubs, General Wood has been active in youth work for the past 25 years, and has had the honor of having one of the city's boys clubs named after him. He still works enthusiastically for the boys club cause, stating that "youth is our greatest asset. If youth grows up the right way, then the country will grow up the right way." General Wood is still

a member of Sears' Board of Directors.

A long and illustrious career has seen Holman D. Pettibone as a leader in civic, business and educational projects. He retired in December 1958 as Chairman of the Chicago Title and Trust Company after 47 years with the firm, and in addition to remaining on the Board, is now serving as a commissioner of the Chicago Railroad Terminal Authority by appointment of Mayor Richard Daley.

During two decades of working for better housing and neighborhood redevelopment, he was chairman of Mayor Kennelly's Chicago Committee for Housing Action in 1947. Pettibone's committee was instrumental in securing legislation permitting condemnation of land by public authority to sell to private interests for redevelopment, leading to the creation of the Chicago Land Clearance Commission and its resultant slum clearance projects, first of which was the Lake Meadows development on the city's south side.

Holman Pettibone is a former

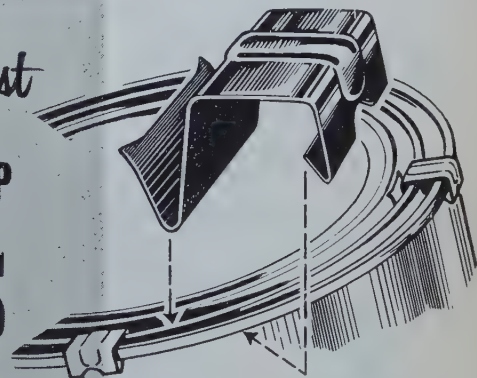
president of the Chicago Association of Commerce and Industry.

"There are degrees of retirement," Pettibone says. "Some retired executives go to Arizona, California or Florida to live, retiring completely from business life. But I find I am happiest when I follow the interests I've had throughout the years. I am still active in business through committee work, and I devote much time and study to the problem of slum clearance. This is the kind of retirement I enjoy best."

Pettibone is an honorary trustee of Beloit College; a life trustee of Northwestern University; honorary life member, Chicago Real Estate Board, and as a former president of the Chicago Association of Commerce and Industry, a member of that group's Senior Council.

Another past president of the Association who has remained active after retirement is John W. Evers, who left the presidency of the Commonwealth Edison Company in 1959, after 46 years of service. He continues to serve as a director of the utility company. He is a director also

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of the Jewel Tea Company, the Insurance Exchange Building Corporation, Seaboard Finance Company, the National Boulevard Bank of Chicago and A. M. Castle & Company.

Civic and charitable interests have kept Evers active throughout his business career. He is president of the Rehabilitation Institute of Chicago which provides physical, social and vocational rehabilitation for persons disabled by disease or accident. He is a director and member of the executive committee of the Chicago Chapter of the American Red Cross, a group in which he has long been active.

His other activities include directorship of the Hospital Planning Council for Metropolitan Chicago, membership of the Metropolitan Fair and Exposition Authority Board of Chicago, and a trusteeship for the Graham Foundation for Advanced Studies in the Fine Arts.

Retirement often gives an executive the opportunity to establish a second career, usually based on a deep-founded interest. "Almost without any conscious planning, my

second career began," says Charles A. Gelb, retired president of Society Brand Clothes, an affiliate of Hart, Schaffner & Marx, who will have a one-man show in Paris in February.

Gelb has reestablished himself as an artist, opening a near northside studio. His talent in art revealed itself in high school, and he majored in art and architecture at the University of Illinois. His first job was in a commercial art studio, and art and architecture led to advertising. Eventually he became advertising director of Society Brand, a post which led to the presidency of the firm in 1938.

In his one-man show, scheduled from Feb. 11 through March 4 in Paris' well known Bernheim-Jeune & Cie. Gallery, Gelb will exhibit portraits of "ordinary people with character and depth" in a style which he calls "Pentilism," defined by him as "a series of finely executed overlapping, crowded pen strokes using vivid primary colors which achieve a third dimensional effect."

A correspondence course at the University of Chicago, entitled "Making the Most of Maturity," inspired Chicago mortgage financier Irvin Jacobs to found a new business at the age of 73. The firm, Irvin Jacobs & Company, is new, but Jacobs' experience as a mortgage banker dates from 1911.

Remains as Consultant

Since selling the original Irvin Jacobs company four years ago to the First Mortgage Corporation of Detroit for \$1,700,000, Jacobs has remained with the firm as a consultant. But the energetic financier craved more activity. In his newly founded business Jacobs serves as consultant to individuals as well as business firms, dealing in first mortgages and investing in small businesses which require capital for expansion. "Hard work" has always been Jacobs' success formula. He says he likes to organize his day early, and proves it by reaching his office and setting to work at 6:30 a.m. daily.

At 77 Chicago attorney Laird Bell is still crusading for the cause of education. "I know of no layman who has done so much in behalf of higher education in America as Laird Bell . . . that rare combination of great ability with great gen-

erosity for doing things in behalf of his fellow citizens. . . . It is frequently difficult to express adequately to Mr. Bell the appreciation which many of us feel for his services."

The speaker was Dr. Laurence M. Gould, president of Carleton College, Northfield, Minn. The occasion, a dinner meeting of the Chicago chapter of the Public Relations Society of America, at which Laird Bell was presented with the community service award in November. (Edward L. Ryerson has received this award, also.) The award is made to a private citizen "who . . . as a volunteer civic leader . . . has effectively used the principles and techniques of public relations in behalf of a significant community cause."

Crusader for Education

Laird Bell's crusading for higher education covers four decades. In 1949 the Association of American Universities appointed Mr. Bell to serve as a member of a new Commission on Financing Higher Education, resulting in the formation of the Council for Aid to Higher Education. He is still active as a member of the board and executive committee. This honor was followed by his appointment by the Ford Foundation in 1956 as chairman of the National Merit Scholarship Corporation, a program in which businesses turn corporate profits into educational financing. Bell is still active in college management, serving as a board member of Carleton College and an honorary trustee of the University of Chicago.

President Eisenhower appointed Bell as an alternate delegate to the 10th assembly of the United Nations in 1955. He has been a foe of political "witch hunting," a proponent of academic freedom, throughout his long and productive career.

Bell has been a practicing attorney since his admission to the Illinois bar in 1907, and is now senior partner of Bell, Boyd, Marshall & Lloyd; board member of Chicago Title & Trust; Liquid Carbonic Corporation and the Weyerhaeuser Company (of which he was Board Chairman from 1947-1955).

A renowned educator in the field of chemistry retired recently from Illinois Institute of Technology and went to work immediately in the re-

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CHICAGO and NEENAH, WIS.

arch department of Argonne National Laboratory. He is Dr. Martin Kilpatrick of Chicago, who was professor of chemistry and chairman of the department at IIT from 1947 until his retirement last August. His new title at Argonne National Laboratory is Senior Chemist Emeritus, and he is engaged in research work in kinetics using isotopes. His wife, Mary, also a professor of chemistry, is continuing as a faculty member at IIT. Both professor Kilpatrick and his wife were Fulbright Research Scholars in Denmark in 1953. During World War II Dr. Kilpatrick was assistant to Dr. Urey, director of Research of the S.A.M. Laboratories at Columbia University.

In his specialized field of kinetic chemistry and electrolytic solutions, Dr. Kilpatrick has written over 120 professional papers including topics such as base strengths of hydrocarbons, fast reactions in fuel oxidant systems, and curriculum studies in the building of a chemistry department. He is an active member of the American Chemistry Society, Sigma Chi, Catalysis Club of Chicago and other professional organizations.

Northwestern Retirees

Northwestern University has four illustrious retirees: Glenn C. Bainum, who retired from N. U. in 1953 at the age of 65 after 27 years as professor of music and director of the Northwestern University marching band. Prof. Bainum now devotes his full time to guest conducting and working with massed bands and music groups. Since his retirement, he has been guest conductor in 48 states.

Robert H. Gault, renowned professor of psychology at Northwestern, who retired in the late 1940s. He is widely known for his work with the deaf-blind. He still edits, after many years at the job, the *Journal of Criminal Law, Criminology and Police Science*, published bi-monthly by the N. U. School of Law.

Bartholomew J. Spence, who retired as professor of physics 12 years ago at the age of 65, but was retained for two additional years, marking the first time that the 65-year retirement rule was broken by the university. Dr. Spence taught at the N. U. downtown campus for another five years, and recently has

been lecturing to groups in the Chicago area on the subject of the atomic bomb. He is a member of the advisory board of the Civil Defense Corps of Evanston.

Kenneth W. Colegrove, age 74, retired professor and chairman of political science at Northwestern, who served as political consultant to General MacArthur in Japan and later to the U. S. State Department. A noted author, Dr. Colegrove is still vitally active as a writer and lecturer.

The retired executives cited are only a few of the hundreds of senior citizens in the Chicago area who are leading useful and stimulating professional lives after retiring from their initial careers. In this age of advanced learning, heightened business opportunities and added civic responsibilities, it is well for each executive to plan—whether retirement occurs at 65 or is prolonged to a later age—how he can best spend his retirement years in the manner most productive for himself and his community.

Here, There and Everywhere

(Continued from page 12)

of plants to absorb and be affected by high concentrations of metals from deposits at considerable depths. "Indicator plants" are those whose distribution is affected by the chemistry of an ore deposit. Another way of using botanical knowledge is to observe changes in the appearance of local vegetation caused by ore deposits. A third is to burn plants from areas where ore deposits are suspected and to analyze metallic content of the ashes.

• **Thirtieth Anniversary**—The 30th anniversary of the Bresler Ice Cream Co., 4010 W. Belden, Chicago, the largest independent ice cream company in Metropolitan Chicago, was celebrated December 6 at a party in the Imperial House Restaurant. Host Harry O. Bresler, went into business in the depths of the depression and built a \$2,000 retail stock into a business which sells well over a million gallons of ice cream annually

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in Chicago, alone. The company recently expanded by buying a Los Angeles firm, expanding its output nationally by 500,000 gallons.

- **No Pictures, Please** — Federal laws about making photographs or other illustrations of paper money, coins, stamps, immigration permits, official insignia and other objects or documents are explained in a 20 page booklet written and published by a retired official of the United States Secret Service. Copies are available at \$1.50 each from the author, Harry E. Neal, 5616 Marengo road, Washington 16, D. C. Neal retired recently as Assistant Chief of the U. S. Secret Service after a law-enforcement career of 31 years.

- **New Capital** — During the first nine months of 1960, over \$4.3 billion of new capital funds became available for investment by the nation's life insurance companies in the U. S. economy, the Institute of Life Insurance reports. These funds accumulate from the aggregate increase in assets of more than 1,430 life insurance companies.

Schoolhouse In Sky

(Continued from page 32)

carry on operation and management. Perhaps it may be necessary to form an interim organization to carry on the project until it can become self-supporting on a tax basis.

Important Implications

Assuming success and continuation of the Midwest Program, it may be the forerunner of similar undertakings that some day could add up to a nationwide airborne system, with communication not only from air to ground and ground to air, but from airplane to airplane. The program has important implications, too, for the newly-emergent nations of the world where needed and useful education could be initiated without having to wait until levels of literacy could be raised. The program has the potential of being not just a telecast circle embracing parts of six states in mid-America, but a magic circle bringing everyone into a new dimension in education.



"Mirror, mirror, on the wall, who's the fairest of them all?"

Industrial Developments

(Continued from page 36)

Ventfabrics, Inc., 650 N. Kedzie avenue, is erecting a new plant at Leavenworth avenues. The structure will consist of 7000 square feet of floor space. The company makes sheet metal fittings for contractors making sheet metal ducts. Architect, Ekroth, Martorano and Ekroth; general contractor, Steward Construction Company.

C. E. Robinson Company, producer of material handling equipment in Joliet, is adding 9000 square feet of usable floor area to its plant at 220 Colburn avenue. Architect, Ruegel, Healy and Moore; general contractor, Sam Molaschi Construction Company.

Mercury Mold and Tool Company, 4606 W. Lawrence avenue, is having a new tool and die shop constructed for its use at 4701 Rond street in Harwood Heights. The

5,000 square foot structure was designed by Earl W. Wright and Associates of Des Plaines and construction is being handled by Larson Stoneberg, Inc.

• **Crawford Sausage Company** has a 4,000 square foot addition to its plant at 2316 S. Pulaski road well underway. The project consists of a second floor warehouse expansion. Architect, A. J. Zelenka and Associates; general contractor, A. Kopecy and Sons.

• **Tietz and Baur Plastics, Inc.**, has a one-story 4,000 square foot addition to its plant now under construction at 5009 Lake street, Melrose Park. The firm is a producer of compression molded plastics. L. J. Germano of Melrose Park designed the addition and Don Hill Company is handling the construction.

• **Rowles Manufacturing Company**, manufacturer of metal frame school furniture at 104 N. Hickory street in Arlington Heights, is add-

ing 10,000 square feet of floor area to its plant. Architect, Richard Rasmussen; general contractor, J. S. Adams Company.

• **M. Rubens Metals Company**, 842 W. Kinzie street, recently purchased a 20,000 square foot building at 2300 W. Bloomingdale avenue, where the firm will relocate its grading, sorting and secondary smelting of non-ferrous metals. The move is planned for after the first of next year. Broker was Farr, Chinnock & Sampson.

• **Alert Steel Products Company**, a steel fabricator at 3100 E. 87th street, is presently expanding its warehouse facilities by 9,000 square feet. Architect, Florian Kaitis.

• **Atchison Products, Inc.**, is nearing completion of its new 8,000 square foot plant in Crystal Lake. The firm is a producer of screw machine products, presently located in the same town. Architect, Paul Arthur Jr.

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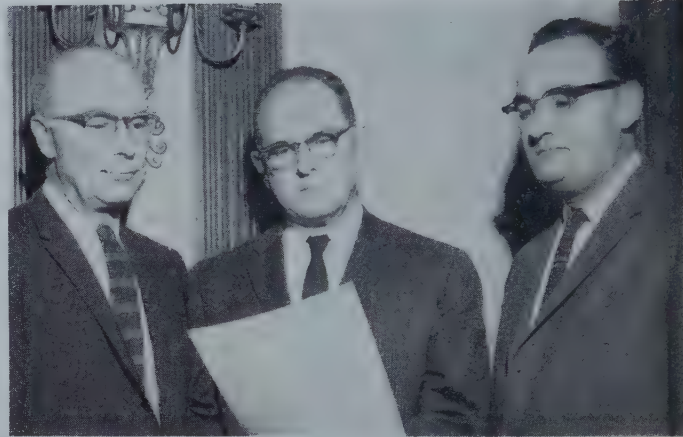


ASSOCIATION PHOTOGRAPHED IN ACTION

Thomas H. Coulter, Association Chief Executive Officer, hosts a group of business executives from India who toured the United States under the International Cooperation Administration's program



Dean Drewry, Association Controller, accepts a Crusade of Mercy Award from Fairfax Cone (I), General Chairman of the fund drive. The Association was honored for outstanding employee participation



Examining their notes at an Association Research Clearing House Committee meeting are (l to r) Howard R. Olsen (I), Associate Director, Northeastern Illinois Metropolitan Area Planning Committee; Professor Coleman Woodbury (center), Professor, Political Science, University of Wisconsin, and Paul N. Zimmerer, Director of Research, Department of City Planning, City of Chicago



Ralph A. Bergsten (r) newly appointed Managing Director of the Chicago International Trade Fair, discusses the coming summer Fair with Thomas H. Coulter and Keisuke Ochi, Japanese Consul



Harry Schumaker (r), Chairman, Illinois Committee and Public Relations Manager, State-Illinois Bell Telephone Co., presents an award to Raymond Ropp of Normal, Illinois and John Akin of St. Francisville, Illinois for outstanding accomplishments in 4-H project work and community activities. They were honored by the Association's Illinois committee



Gerald Keidel (l), Vice President, American National Bank and Trust Company and member of the Association's World Trade Committee, visits with Toma Granfil, Managing Director, Yugoslav Bank for Foreign Trade who headed the Yugoslav Trade Delegation; and Thomas H. Coulter, Association Chief Executive officer

Checking recent statistics on the Great Lakes ports are (l) Milton Kaufman, Chief, Shipping and Foreign Aide Branch, Foreign Trade, Bureau of the Census; Oliver Reynolds, Consultant, Cleveland Chamber of Commerce; Albert G. Ballert, Director of Research, Great Lakes Commission, Ann Arbor, Michigan; Wm. Bricen Miller, Partner, Lord, Bissell & Brook, and D. T. Weir, Assistant General Manager, Toronto Harbor



Superintendent of Police O. W. Wilson addressing members of the Jaycees at Central Police Headquarters, 1121 S. State St. The Jaycees are participating in a speakers' bureau program to tell Chicago area citizens the story of the police department reorganization. The room shown in the picture is the site of the department's proposed \$1,500,000 communication center, scheduled for completion in mid-1961



RALPH BERGSTEN

Named Managing Director of
Chicago International Trade Fair

Appointment of Ralph A. Bergsten as Managing Director of the Chicago International Trade Fair was announced by Thomas H. Coulter, Association Chief Executive Officer at a Trade Fair meeting December 19 attended by foreign Consuls and Trade Commissioners.

Bergsten has been associated with Don McNeill Enterprises, Inc. as Executive Vice President for the past ten years. Making the announcement, Coulter said:

"For many years, Mr. Bergsten has played an important role in selling Chicago to the nation and the world. His new and important position with the Association will be an extension of this work with emphasis on world trade."

Bergsten has gained wide recognition as general manager of the Don McNeill Breakfast Club, one of radio's oldest and most successful network programs, broadcast to the ABC Network and the Armed Forces Radio Network overseas.

Prior to Bergsten's association with the McNeill Enterprises, he was active in the fields of advertising, publishing and the graphic arts, except for three years service as a Navy Air Combat Intelligence Officer during World War II.

He is a member of the Board of the Chicago Chapter of the Academy of Television Arts and Sciences and of Chicago Unlimited. He is a graduate of the University of Nebraska School of Journalism.

OPERATION EXPORT

SUCCESS STORY

Can American business compete with foreign manufacturers in the sale of capital goods abroad?

Definitely.

Thrall Manufacturing Company, Chicago Heights, has just completed shipment of 99 railroad cars to Pusan, Korea — an order of well over \$1 million. The cars were manufactured with U. S. machinery by labor living in the Chicago Heights area. The cars moved to the port of debarkation over the Chicago & Eastern Illinois and Illinois Central railroads and were loaded in an American ship by American labor. No foreign materials or labor was used either in the manufacture or delivery of the freight cars from Chicago to the Port of Pusan.

The Korean government had asked for bids on the equipment from manufacturers in countries all over the world, including West Germany, Japan, Belgium, Italy, Taiwan and the United States. Thrall and its

representative, Connell Bros. Company Ltd., San Francisco, was awarded the entire contract.

The letter of credit and financial matters pertaining to the contract were handled with the advice of the Foreign Department of Chicago's LaSalle National Bank.

The Chicago Association of Commerce and Industry's Operation Export is promoting business of this kind for Chicago firms. The World Trade Division will supply information and other assistance to member firms interested in entering lucrative foreign markets.

Success stories similar to that of the Thrall Manufacturing Company are solicited for these columns. Chicago area firms engaged in any phase of world trade are invited to submit accounts of successful export operations to **COMMERCE**, 30 W. Monroe street, Chicago 3, Ill. together with illustrative photographs.

One of ninety-nine freight cars manufactured in Chicago Heights by Thrall Manufacturing Company is loaded aboard an American freighter bound for Korea at the Illinois Central Stuyvesant Docks at New Orleans, La. Thrall won contract in competition with manufacturers in principal countries of the world



Calendar of Association Events

Jan. 10, 11, 17, 18, 24, 25, Feb. 1, 7, 14 and 15	Membership Luncheon Meetings	Conference Room 12:15 p.m.
Jan. 10	Research Clearing House Committee Speaker: Brian Berry, University of Chicago. Harold M. Mayer, Chairman	Palmer House Parlor 9—3rd Fl. 12:15 p.m.
Jan. 10	Aviation Committee Meeting, James J. Mitchell, Chairman	Traffic Club 12:00 Noon
Jan. 16	World Trade Committee Meeting, Harold D. Arneson, Chairman	Conference Room 12:15 p.m.
Jan. 16	Governmental Affairs Advisory Committee	Union League Club Room 821 12:15 p.m.
Jan. 19	Operation Export Meeting, Thomas H. Coulter, Chairman	Conference Room 12:00 Noon
Jan. 26, Feb. 2, 9 and 16	Illinois Committee Meeting, Larry Schumaker, Chairman	Conference Room 12:00 Noon
Jan. 31	Australian Retail Merchants Group Visit	9:30 a.m. Conference Room
Feb. 3	Board of Directors Meeting, Paul W. Goodrich, Chairman	Conference Room 12:00 Noon
Feb. 8	57th Annual Meeting of the Chicago Association of Commerce and Industry	Palmer House Grand Ballroom 12:00 Noon
Feb. 13	Research Clearing House Committee Speaker: Leon Moses, Northwestern University, Harold M. Mayer, Chairman	Conference Room 12:15 p.m.
July 25-Aug. 10	Chicago International Trade Fair	McCormick Place

24th Annual Chicago World Trade Conference

The 24th Chicago World Trade Conference will be held March 6 and 7, 1961 in the Palmer House, it has been announced by H. D. Arneson, Vice President of the Association's World Trade Division and J. Theodore Wolfson, President of the International Trade Club of Chicago.

The Association and the Club have jointly sponsored the Conference since its inception. It has

been presented annually to stimulate world trade activity by Metropolitan Chicago firms. For the past several years it has attracted more than a thousand participants from all areas of the United States and from numerous cities abroad.

The program will feature international authorities in the field of world trade and foreign economic policy.

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February 1960 – January 1961

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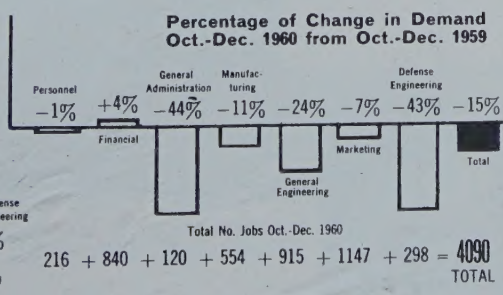
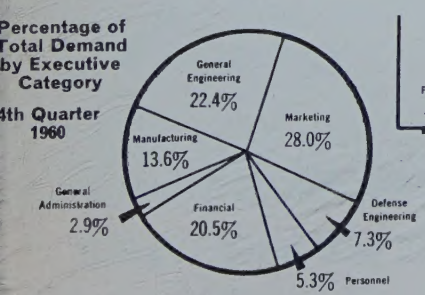
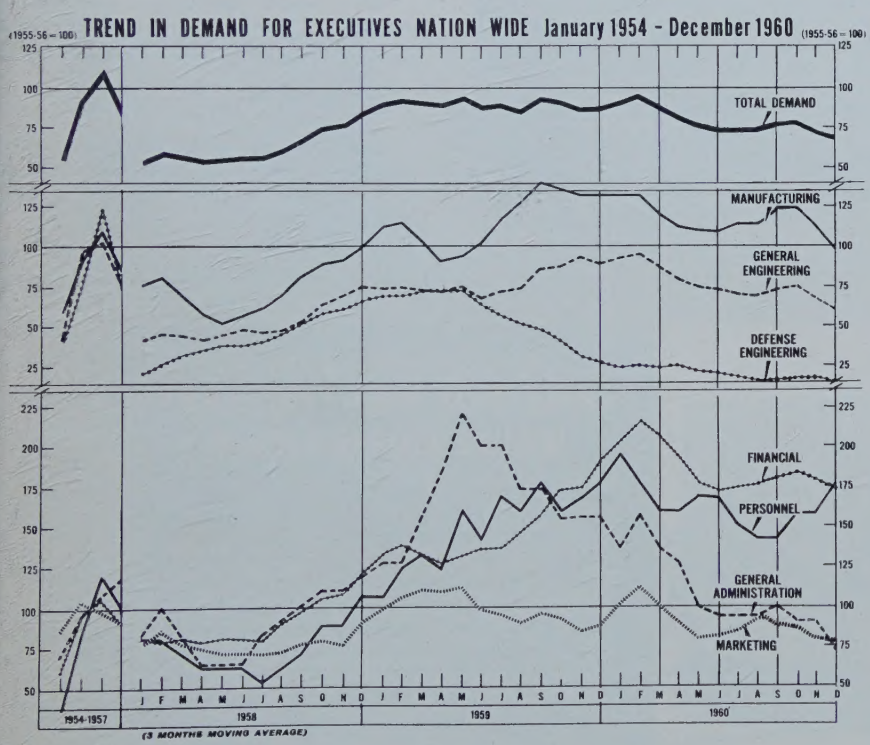
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Demand for Executives Has Slackened

Reflecting the general business uncertainty, final 1960 statistics of EXECUTREND, the copyrighted survey of demand for executives across the country, eased off between the third and fourth quarters of last year, according to Heidrick and Struggles, Inc., Chicago and Los Angeles-based national executive recruiting firm. Furthermore, the organization noted, the fourth quarter of 1960 was more than 15 per cent under a year ago. After a slight rise from August through October, the index turned downward in November and December. Only the personnel category ran counter to the trend. Manufacturing, general engineering, general administration and marketing headed lower, with financial and defense engineering categories holding steady, the firm reported. Total demand was off approximately three per cent from the July-September period.

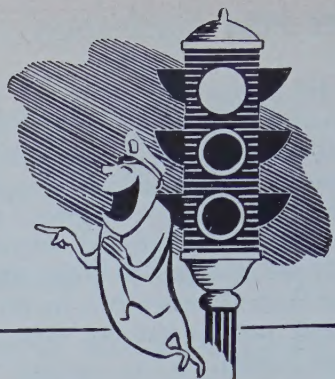
In comparison with the fourth quarter a year ago, the largest declines in demand for executives have been in general administration (44 per cent), defense engineering (43 per cent) and general engineering (24 per cent) in that order. Demand for personnel executives, on the other hand, was up four per cent from a year earlier. Gardner W. Heidrick, principal in the firm, said "there is every indication that the uncertainty as to which way business activity will go will be largely cleared up not later than the end of the first quarter of 1961. As a result, executive opportunities should be on the upswing by the second quarter." In the past seven years, EXECUTREND has reviewed and analyzed approximately 140,000 executive positions, display advertised in newspapers of key metropolitan areas across the country.



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Stop me...If...



A salesman changed jobs; became a policeman. His old sales manager, meeting the new policeman, asked—"How is it going?" "Great," answered the cop, "on this job the customer is always wrong."

"Haven't seen you in church lately, Mr. Marks," said the preacher.
"My daughter is learning to play the harp."
"What has that got to do with it?"
"Well, I'm not so keen now on going to heaven as I once was."

A Scotsman, inviting a friend to his birthday party, explained how to find him in the apartment building.

"Come to the fifth floor," he said, "and when you see the letter M on the door, push the button with your elbow and when the door opens, put your foot against it."
With that the friend asked, "Why do I have to use my elbow and my foot?"
Said the Scotsman, "For goodness sake! You're not coming emptyhanded are you?"

Prospective Father-in-Law: "Young man, are you sure you can support a family?"
Suitor: "Well, no sir. I was just planning to support your daughter. The rest of you will just have to shift for yourselves."

Baby sitter, greeting the returning parents: "Don't apologize. I wouldn't be in a hurry to come home either!"

Buck: "Can you give a definition of an orator?"
Private: "Sure! He's a fellow that's always ready to lay down your life for his country."

The diner, a chronic complainer, barked at the waiter:
"Why is it I never get what I ask for here?"
"Perhaps, sir," the waiter replied, "it's because we are too polite."

A pretty young nursing student and her doctor fiance had just broken their engagement and she was telling her troubles to her girl friend.
"Do you mean to say," exclaimed her friend, "he actually asked you to give back all his presents?"
"Not only that," sniffed the girl, "he just sent me a bill for 36 visits!"

In filling out his application for a job in a factory, the man puzzled for a time over this question: "Person to notify in case of accident?"

Finally he wrote: "Anybody in sight."

Old Master Sergeant: "I suppose that after you get out of the Army you'll be waiting for me to die so you can spit on my grave."

Draftee: "Nope, after I get out of this uniform I won't want to stand in line again!"

Two old friends were reminiscing.
First: "Poor old Jonesy. He was ruined by untold wealth."

Second: "Yes, he should have told about it on his income tax report."

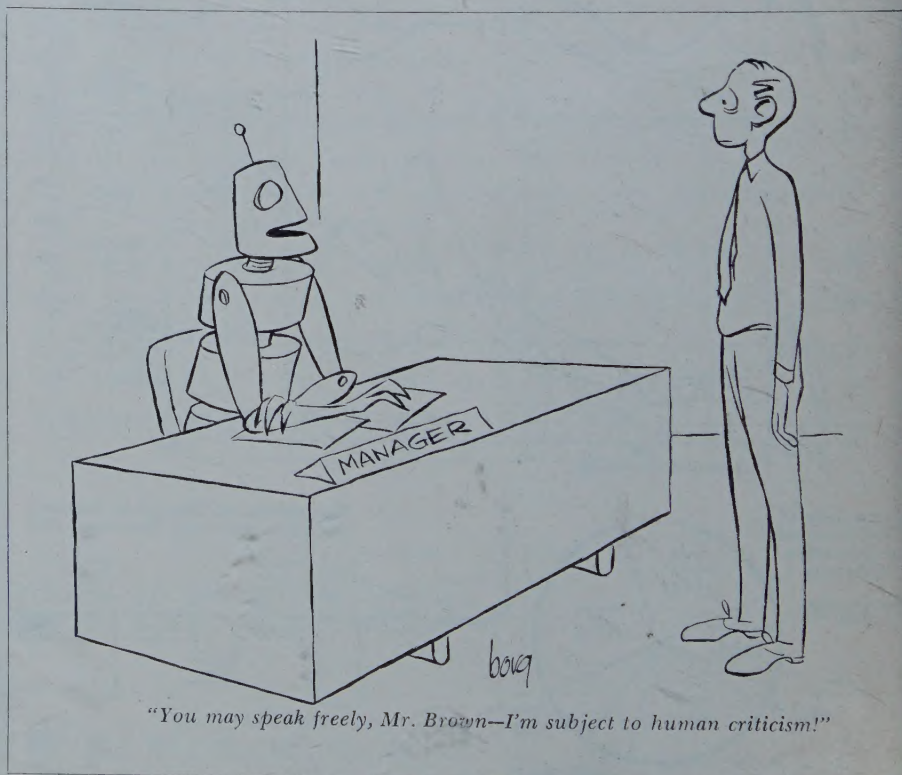
First Actor: "I can't get into my shoes."
Second Actor: "What! Feet swelled, too?"

"My husband would never chase after another woman," declared the lady. "He's too fine, too decent, too old."

"Why won't you marry me?" he demanded. "There isn't anyone else is there?"
"Oh, Edgar," she sighed, "there must be."

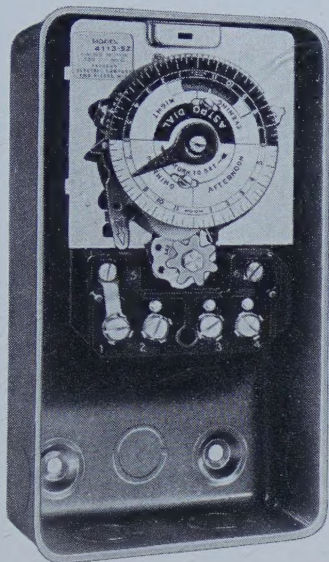
The perfectly pickled gent staggered down the road, met a rattlesnake, and said: "Strike if you must! I was never in better condition."

Film Star: "I told the newspapers that what I wanted most was a little cottage with a husband and at least six children."
Friend: "Goodness, what makes you say such silly things?"
Film Star: "The publicity department."





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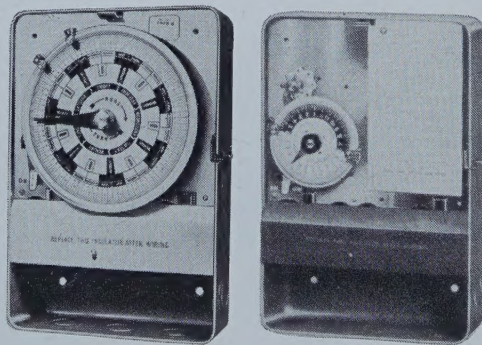
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